



City of Doral



Comprehensive Emergency Management Plan (CEMP)

Rev. 2022



City of Doral

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**Disclaimer**

The City of Doral Comprehensive Emergency Management Plan (CEMP) defines the scope of preparedness, mitigation, incident management activities and recovery. The CEMP describes organizational structures, roles and responsibilities, policies, and protocols for providing emergency support. It is designed to be consistent with Presidential Policy Directive (PPD-8), the National Preparedness Goal, the National Incident Management System (NIMS), the National Response Framework (NRF), the Incident Command System (ICS) guidelines, the Florida Comprehensive Emergency Management Plan and the Miami-Dade County Comprehensive Emergency Management Plan. The material presented in this publication has been written in accordance with federal and state guidelines to meet current industry standards. However, this plan cannot anticipate all possible emergency events and situations or emergency responses. Conditions will develop in operations where standard methods will not suffice and nothing in this manual shall be interpreted as an obstacle to the experience, initiative, and ingenuity of the officers and personnel in overcoming the complexities that exist under actual emergency conditions. This is a working document that will be continually updated when new requirements or conditions are developed.

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INTRODUCTION

Following the principles set forth by Presidential Policy Directive 8 (PPD-8) of 2011, and the National Preparedness Goal (2011, 2015), the City of Doral understands the importance of local preparedness and the objective to achieve “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.”¹ These risks include events such as natural disasters, disease pandemics, chemical spills and other manmade hazards, terrorist attacks and cyber-attacks.²

As PPD-8 also reminds us, our national preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individuals.³ This plan is intended to facilitate multi-agency and multi-jurisdictional coordination during emergency operations, particularly between the City of Doral, Miami-Dade County, other local governments and state agencies. Emphasis is placed on representing and engaging the whole community—to include those with access and functional needs, those with limited English skills, the elderly, children, and those with household pets and service animals (Florida Statute 252.35, 252.38, 252.40).⁴

Residents and all sectors of the community have a critical role and shared responsibility to take appropriate actions to protect themselves, their families and organizations, and their properties. Planning that engages and includes the whole community serves as the focal point for building a collaborative and resilient community⁵ while reducing its vulnerabilities. Legally constituted municipalities are authorized and encouraged to create municipal emergency management programs (FS 252.38 (2)). These programs shall coordinate their activities with those of the county emergency management agency. It is the intent of the City of Doral to promote the National Preparedness Goal and its five mission areas of prevention, protection, mitigation, response and recovery capabilities through enhanced coordination, long-term planning, and adequate funding (FS 252.311 (3)).

The Comprehensive Emergency Management Plan (CEMP) accomplishes the following:

¹ Obama, B. (2011). *Presidential Policy Directive/PPD-8*. <http://www.dhs.gov/xlibrary/assets/presidential-policy-directive-8-national-preparedness.pdf>

² Federal Emergency Management Agency (FEMA, 2011). *National Preparedness Goal*. <http://www.fema.gov/national-preparedness-goal>; (FEMA, 2015). *National Preparedness Goal, Second Edition*, http://www.fema.gov/media-library-data/1443799615171-2aae90be55041740f97e8532fc680d40/National_Preparedness_Goal_2nd_Edition.pdf

³ Obama, B. (2011). *Presidential Policy Directive/PPD-8*. <http://www.dhs.gov/xlibrary/assets/presidential-policy-directive-8-national-preparedness.pdf>

⁴ Florida Statute 252.38 (2). *Emergency management powers of political subdivisions*. http://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&URL=0200-0299/0252/0252.html

⁵ Federal Emergency Management Agency (FEMA, 2011). *A whole community approach to emergency management: Principles, themes, and pathways to action*. http://www.fema.gov/media-library-data/20130726-1813-25045-0649/whole_community_dec2011__2_.pdf

- ✓ Establishes the emergency management organization necessary for response to any significant emergency or disaster affecting the City of Doral.

- ✓ Establishes the overall operational concepts associated with the management of emergencies.

- ✓ Provides a flexible platform for planning and response to all hazards and emergencies that are likely to impact the City of Doral. The CEMP is adaptable for disasters such as hurricanes, floods, tornados, Public Health emergencies, airplane crashes and other situations outlined in Section II: Hazard Analysis.

In 2006, the City of Doral Council adopted [Resolution No. 06-18](#) to incorporate the [National Incident Management System \(NIMS\)](#) and the Incident Command System (ICS) as part of the City's Emergency and Hurricane Procedure Manual stating in part that "it is necessary and desirable that all Federal, State, local and tribal emergency agencies and personnel coordinate their efforts to effectively and efficiently provide the highest levels of incident management."⁶ In addition, the resolution adopts NIMS standardized procedures for managing personnel, communications, facilities and resources to improve the State's capabilities to utilize federal funding, to enhance local and state agency readiness, and to maintain first responder safety.⁷ Besides its location in a hurricane prone area, Doral may also be exposed to other high risks/vulnerabilities including its proximity to the Miami International Airport (MIA) and the flight path for planes approaching the airport. Doral is also the host city of the Department of Defense (DOD) U. S. Southern Command or SOUTHCOM, Miami-Dade Fire-Rescue and Miami-Dade Police Headquarters.

This document serves as a planning reference. Departments within the City of Doral and other agencies that have roles and responsibilities identified by this plan are encouraged to develop and maintain department operations plans, detailed standard operating procedures (SOPs), continuity of operation plans (COOPs) and emergency response checklists based on the provisions of this plan.

This document also serves as the legal and conceptual framework for emergency management in the City of Doral. There are a number of separately published documents that support this plan. These supporting references further describe the operational or functional response to particular threats and the responsibilities of specific emergency response disciplines. These references contain checklists and other resource material designed to provide users with the basic considerations and actions necessary for effective emergency response for the specific hazard or function (refer to appendices and annexes).

This plan is divided into the following sections:

⁶ [City of Doral Resolution No. 06-18 \(2006\)](#)

⁷ [City of Doral Resolution No. 06-18 \(2006\)](#)

Section I – The Basic Plan

The "basic plan" describes the emergency management organization, and its roles, responsibilities, and operational concepts.

Section II – Hazard Analysis

Covers a general description of the City of Doral, and a brief analysis of hazards and how they might affect the local area.

Section III – Doral Divisional Emergency Operations Center (EOC)

Jurisdictions and organizations across the Nation use EOCs as important elements in their emergency management programs. EOCs are locations where staff from multiple agencies typically come together to address imminent threats and hazards and to provide coordinated support to incident command, on-scene personnel, and/or other EOCs.

Section IV – Recovery Operations

General information regarding recovery operations.

Section V – References

A reference section containing a glossary and a list of acronyms and abbreviations used in the plan.

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN MAINTENANCE

Periodically, the entire CEMP will be reviewed, updated, republished, and redistributed. The City of Doral Office of Emergency Management under the Police Department will maintain records of revision to this plan. The plan may be modified as a result of post-incident analysis and/or post-exercise critiques, and will incorporate new trends and promote innovations that will enhance the emergency management system (F.S. 252.35). It may be modified if responsibilities, procedures, laws, rules, or regulations pertaining to emergency management and operations change. Those departments having assigned responsibilities under this plan are to inform the Office of Emergency Management when changes need to be made. The main objective is to assess the vulnerabilities, plan accordingly, execute the plan, and follow-up with a thorough evaluation. From the date of first publication, the CEMP and its revisions will be adopted by City of Doral Council every four years.

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Section I: Basic Plan



1. THE PLAN

PURPOSE

This Comprehensive Emergency Management Plan (CEMP) establishes policies and procedures and assigns responsibilities to ensure the effective management for all-hazards emergency operations within the City of Doral. Its intent is to mirror the provisions of the [National Preparedness Goal](#) and its five missions: [Prevention](#), [Protection](#), [Mitigation](#), [Response](#) and [Recovery](#), and the [Core Capabilities](#) needed to address the greatest risks. In addition, it provides information on the structure of the emergency management operations for the City of Doral and how the emergency management team is activated.

SCOPE

The overall objective of emergency management is to provide a framework to ensure the effective management of response resources in preparing for, responding to, recovering from and mitigating situations associated with natural disasters, terrorist attacks, technological incidents and national security emergencies. To carry out its responsibilities, the emergency management team will accomplish the following objectives during a disaster/emergency:

- ✓ Overall management and coordination of emergency response and recovery operations, including on-scene incident management as required.
- ✓ Coordinate and liaison with appropriate federal, state, county and other local government agencies, as well as applicable segments of private sector entities and volunteer agencies.
- ✓ Establish priorities and resolve any conflicting demands for support.
- ✓ Prepare and disseminate emergency public information to alert, warn, and inform the public.
- ✓ Disseminate damage information and other essential data.

OBJECTIVES

- ✓ Provide effective public safety measures and reduce property loss and damage to the community.
- ✓ Provide for a safe and coordinated response to a disaster emergency situation.
- ✓ Provide for the rapid resumption of impacted businesses and community services.
- ✓ Provide accurate documentation and records required for cost recovery efforts.
- ✓ Provide for interface and coordination between incident sites and the city's Divisional

Emergency Operations Center (EOC), as well as satellite cities and the Miami-Dade County EOCs.

- ✓ Provide strategies for coordination of resources required to handle subsequent event.

ASSUMPTIONS

The City of Doral is primarily responsible for emergency actions and will commit all available resources to protect lives, minimize injury to persons, and minimize damage to property and the environment. This will be accomplished in coordination with the Miami-Dade Fire Rescue (MDFR) Department and other agencies.

- ✓ The City of Doral will utilize the NIMS and the ICS in emergency response and management operations.
- ✓ The Office of Emergency Management under the Police Department will coordinate the City's disaster response.
- ✓ City of Doral first responders will be made available to cope with disasters affecting the area.
- ✓ Following NIMS principles, the City of Doral will implement a Multiagency Coordination System (MACS) with MDRF and Miami-Dade Police through a Unified Command with other agencies as necessary.
- ✓ The City of Doral will commit its resources to a reasonable degree before requesting mutual aid assistance.
- ✓ Mutual aid assistance will be requested when disaster relief requirements exceed the City of Doral's ability to meet them.

2. CONCEPT OF OPERATIONS

The Office of Emergency Management will identify potential threats to life, property and the environment, and then develop plans and procedures to protect those assets. These plans and procedures will direct emergency response, recovery and mitigation activities, and will be validated by the conduct of actual response or exercising. The goal is to maintain a robust emergency management organization with strong collaborative ties among other local and county governments, school boards, community and faith-based organizations and volunteers, public service agencies, and the private sector under the NIMS structure (See [NIMS - Section II. Resource Management](#)).

The emergency management phases listed below provide the structure to categorize governmental actions. Not every disaster necessarily includes all indicated phases.



PREPAREDNESS PHASE:

The preparedness phase involves activities taken in advance of an emergency. Preparedness activities develop operational capabilities and effective responses to a disaster. These actions may include emergency/disaster planning, training, exercises and public education. Members of the emergency management organization and city departments should prepare Standard Operating Procedures (SOP), Emergency Operating Procedures (EOP) and checklists detailing personnel assignments, policies, notification rosters, and resource lists. Personnel should be acquainted with these SOPs/EOPs and checklists through periodic training in the activation and execution procedures.

The preparedness phase shall include a public educational campaign that stresses the personal responsibility of individual citizens to be self-sufficient for at least 72 hours following a natural or manmade disaster (F.S. 252.35). In addition, the City will promote participation in the Community Emergency Response Team (CERT) program provided by the Miami-Dade Fire Rescue Department, which helps individuals and volunteers prepare to respond and cope with the aftermath of a disaster. The City also offers volunteer opportunities through its “Hands on Doral” program.



An educational outreach preparedness program shall also target community and faith-based organizations, members of the community with access and functional needs, those with limited English skills, the elderly,

children, and those with household pets and service animals. Outreach efforts shall use communication platforms such as the City’s website, Social Media platforms and Doral TV, in addition to partnerships with local media outlets. The City of Doral encourages residents to sign up to receive emergency messages as well as weather warnings through the [Doral Alerts system](#), provided by the State of Florida. Doral Alerts provides Doral officials the ability to deliver messages to targeted areas or to the entire city in case of an emergency.

The City will assist Miami-Dade County in informing the public about the Emergency and Evacuation Assistance Program (EEAP) aimed to provide evacuation support to those residents who may require specialized transportation, whose medical needs prevent them from evacuating on their own, or who may require evacuation assistance (Miami-Dade CEMP, 2017).

The Doral Police Department shall be given complete shelter roster information upon request (Florida Statute 252.355 (4)). The public should also be informed that a person with functional and access needs must be allowed to bring his or her service animal to any evacuation center.

Miami-Dade County will provide information on openings of Hurricane Evacuation Centers, Medical Evacuation Centers (MEC) and Pet-friendly Hurricane Evacuation Centers (PFEC) throughout the County. The public is highly encouraged to visit Miami-Dade County's website and/or download the [ReadyMDC](#) application for mobile devices to receive real time information.

Miami-Dade County's Disaster Assistance Employees (DAE) oversees the human population at evacuation centers while Miami-Dade's Animal Services Department manages the pet designated areas at PFECs. Some evacuation centers also have American Red Cross personnel.

RESPONSE PHASE

Pre-Emergency

When a disaster is inevitable, actions are precautionary and emphasize protection of life. Typical responses might be:

- ✓ Alerting necessary agencies, placing critical resources and personnel on stand-by.
- ✓ Evacuation of threatened populations to safe areas.
- ✓ Advising threatened populations of the emergency and apprising them of safety measures to be implemented.
- ✓ Identifying the need for mutual aid.
- ✓ Proclamation of a Local Emergency by local authorities.
- ✓ Distribution of Public Information messages regarding evacuation orders, if applicable, shelter locations, including those that accept pets and post disaster information through a variety of platforms: media, social media, Doral Alerts, etc.

Emergency Response

During this phase, emphasis is placed on protecting lives and property, attempting to establish and maintain control of the situation and minimizing effects of the disaster. Immediate response is accomplished within the affected area by local government agencies and segments of the private sector.

Sustained Emergency

In addition to continuing life and property protection operations, mass care, relocation, public information, situation analysis, status and damage assessment operations may be initiated.

A thorough description of the Response Phase is described on [Section 3](#) of this document.

RECOVERY PHASE

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations. Recovery is both short-term activities intended to return vital life-support systems to operation, and long-term activities designed to return infrastructure systems to pre-disaster conditions. The recovery phase may also include cost recovery activities. A thorough description of Recovery Operations is included on [Section 4](#) of this document. The recovery period has major objectives that may overlap, including:

- ✓ Reinstatement of family autonomy.
- ✓ Provision of essential public services.
- ✓ Permanent restoration of private and public property.
- ✓ Identification of residual hazards.
- ✓ Plans to mitigate future hazards.
- ✓ Recovery of costs associated with response and recovery efforts.
- ✓ Coordination of State and Federal, private and public assistance.

MITIGATION PHASE

Mitigation efforts occur both before and following disaster events. Post-disaster mitigation is part of the recovery process. Part of the mitigation efforts is eliminating or reducing the impact of hazards that exist within the City of Doral and are a threat to life and property. The City is also a member of the Miami-Dade County [Local Mitigation Strategy \(LMS\)](#) work group and steering committee. The LMS is a multi-volume plan that documents the planning process and addresses mitigation measures in relation to the hazard risk and vulnerability assessments across Miami-Dade County.

The Doral City Council adopted Miami-Dade's most updated LMS on September 9, 2020, in accordance with the National Flood Insurance Program (NFIP) Community Rating System (CRS) requirements ([City of Doral Resolution No. 20-189 \(2020\)](#)).

Mitigation tools include:

- ✓ Local ordinances and statutes (zoning ordinance, building codes and enforcement, etc.).
- ✓ Structural measures.

- ✓ Tax levee or abatements.
- ✓ Public information and community relations.
- ✓ Comprehensive land-use planning.

See the Local Mitigation Strategy for more specific information ([ANNEXA](#)).

3. EMERGENCY MANAGEMENT FUNCTIONS AND RESPONSIBILITIES

EMERGENCY MANAGEMENT FUNCTIONS

The City Manager, the Doral Police Chief or their designee serves as the Emergency Operations Center Commander (EOC Commander) and will direct the Office of Emergency Management functions including activation of the EOC, emergency response and recovery activities. The City Manager is responsible of informing the Mayor and City Council on the nature of the emergency.

The EOC Commander is supported by the emergency management organization and has overall responsibility for:

- ✓ Organizing, staffing and operating the City of Doral Divisional Emergency Operations Center (EOC)
- ✓ Operating communications and warning systems
- ✓ Providing information and guidance to the public
- ✓ Maintaining information on the status of resources, services, and operations
- ✓ Directing overall operations
- ✓ Obtaining support for the City of Doral and providing support to other jurisdictions as required
- ✓ Identifying and analyzing potential hazards and recommending appropriate countermeasures.
- ✓ Collecting, evaluating and disseminating damage assessment and other essential information in conjunction with Miami-Dade EOC Rapid Assessment Team.

The City of Doral follows the NIMS and the ICS to respond to and recover from incidents and disasters. See [\(Figure i\)](#) and ICS Structure Chart [\(Figure ii\)](#).

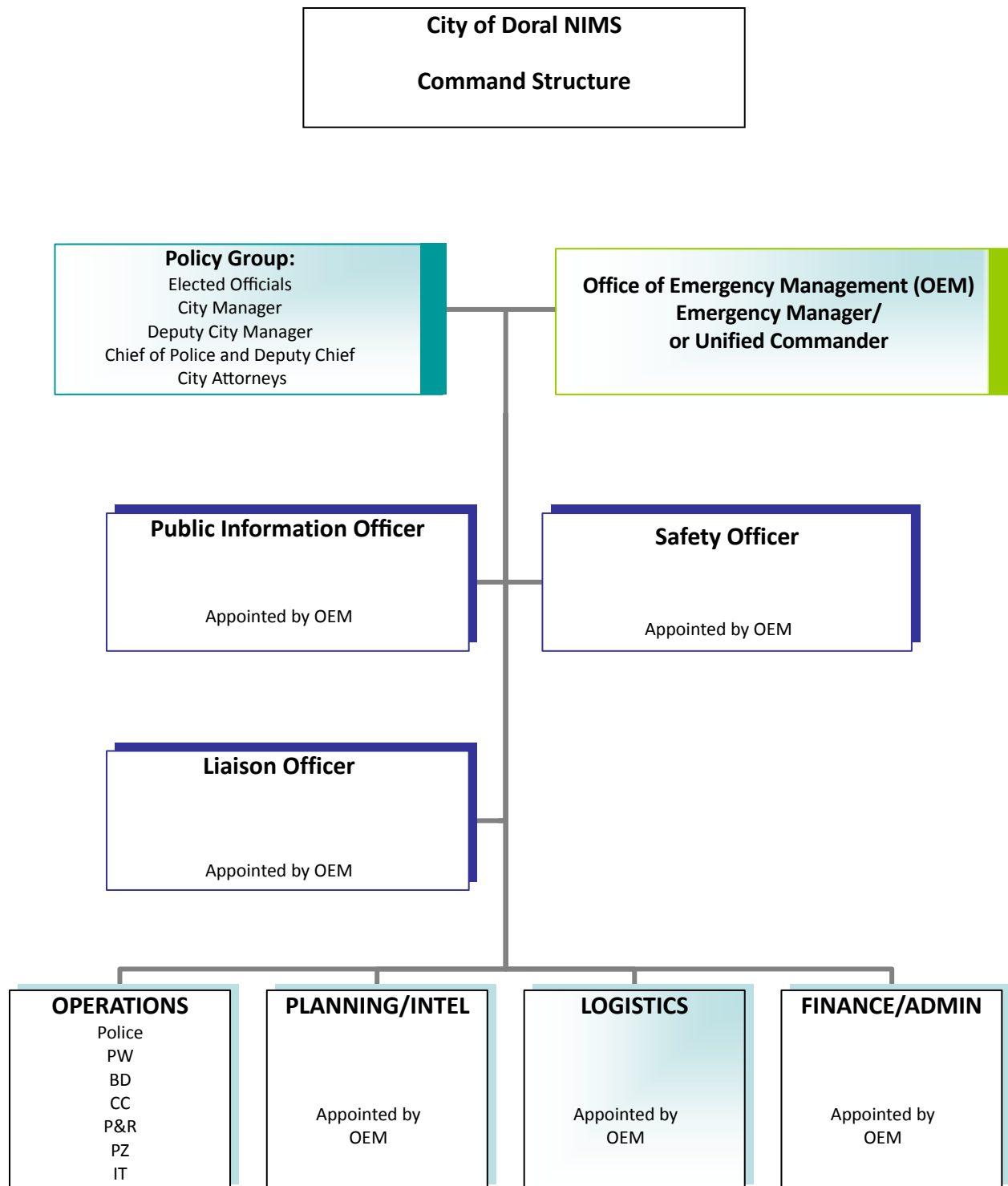


Figure i: Emergency Management Organization Chart

4. INCIDENT COMMAND SYSTEM (ICS)

COORDINATION WITH THE FIELD RESPONSE LEVEL

In a major emergency, the local government (City) EOC may be activated to coordinate and support the overall response while field responders use the Incident Command System (ICS). The Incident Commander will initially be the most senior officer of the first responding agency. Responding agencies will determine the most appropriate agency and officer to assume Incident Command. Field coordination occurs under the leadership of the Incident Commander at the Incident Command Post (ICP).

Incident Commanders will coordinate with the local government (City) EOC and report directly to the EOC, usually to their counterpart in the Operations Section. When the City EOC is directly overseeing Incident Command teams, the EOC is operating in a centralized coordination and direction mode.

Unified Command is an application of the Incident Command System (ICS) and may be established at the field response level when more than one agency has incident jurisdiction or when incidents cross-jurisdictional boundaries. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single Incident Command Post (ICP). In the Unified Command, entities develop a common set of objectives and strategies which provides the basis for a single Incident Action Plan (IAP).

ICS Structure Chart

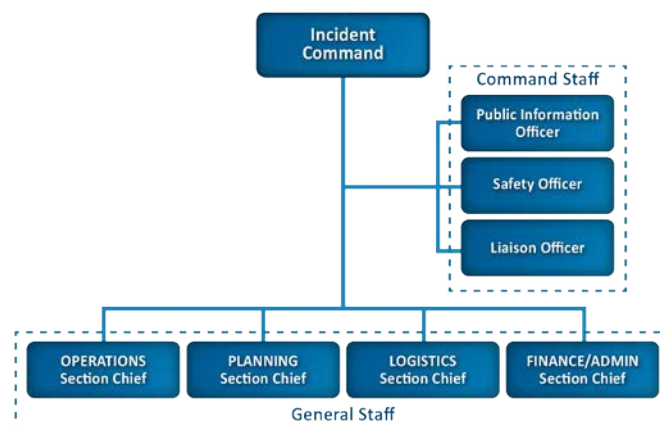


Figure ii: Incident Command System (ICS) Structure Chart

5. SCALABLE EMERGENCY MANAGEMENT: From the local level to the federal level.

LOCAL GOVERNMENT LEVEL

Local governments include cities, counties, and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. Local governments are recommended to use NIMS when their Emergency Operations Center is activated or a local emergency is declared or proclaimed. In NIMS, the local government emergency management organization and its relationship to the field response level may vary depending upon factors related to geographical size, population, function, and complexity.

REQUIREMENTS FOR LOCAL GOVERNMENTS

The City of Doral will comply with NIMS guidelines as stated in [Resolution No. 06-18](#):

- ✓ Use NIMS when a local emergency is declared or proclaimed, and the EOC is activated.
- ✓ Establish coordination and communications with field incident commanders through the EOC when activated.
- ✓ Use existing mutual aid systems for coordinating fire-rescue, law enforcement, and other resources.
- ✓ Establish coordination and communications between the City's EOC when activated, the EOC Satellite Representatives, and the Miami-Dade County EOC.
- ✓ Use multi-agency or inter-agency coordination to facilitate decisions for overall local government-level emergency response activities.

The requirement to use NIMS includes fulfilling the management and coordination role of local government and providing for the five essential NIMS functions of management, operations, planning, logistics and finance/administration.

CITY OF DORAL POLICE DEPARTMENT

In case of a local emergency, the Doral Police Department (DPD) will provide a mobile command post which will follow the ICS structure. In addition to its emergency management functions, the DPD, under the direction of the City Manager and Chief of Police may develop, revise, and recommend for adoption by the City Council, the City's Comprehensive Emergency Management Plan (CEMP). The DPD also reviews and recommends actions upon all proposed mutual aid agreements. Additionally, the DPD may recommend resolutions, rules and regulations necessary to implement the City's CEMP or any mutual aid agreement entered into pursuant to such plan.



COORDINATION WITH COUNTY GOVERNMENT

In the Spring of 2018, the Miami-Dade County Office of Emergency Management initiated the process to assign the City of Doral as a Divisional EOC within Miami-Dade County. The offer was approved and adopted by the City of Doral Council on November 15, 2018 (City of Doral Resolutions [No. 18-203](#) and [No. 18-204](#)). The new Divisional EOC provides a seat and representation inside the Miami-Dade County EOC when activated. When needed, coordination and communications should be established between the City's activated Divisional EOC and the County. The common communications links to the County EOC are telephone, fax, cellular, computer networks, radios, and the prospective for satellite radios.

As a Divisional EOC, the Satellite cities assigned to the Doral Divisional EOC are as follows:

- ✓ City of Miami Springs
- ✓ Town of Medley
- ✓ Village of Virginia Gardens

Each Satellite city has a seat inside the City of Doral Divisional EOC that will allow them to communicate with their own EOC and coordinate human and/or material resources.

Both Divisional and Satellite EOCs follow the Municipal Branch Operations Guide published by the County Office of Emergency Management. The Operations Guide explains the functions, roles and responsibilities, and operations of the Municipal Branch within the Miami-Dade EOC, Divisional EOCs and Satellite EOCs. The main function of the EOC Municipal Branch is to coordinate information and collaborate among jurisdictions to ensure all response and recovery needs are addressed and resolved during an incident or disaster.

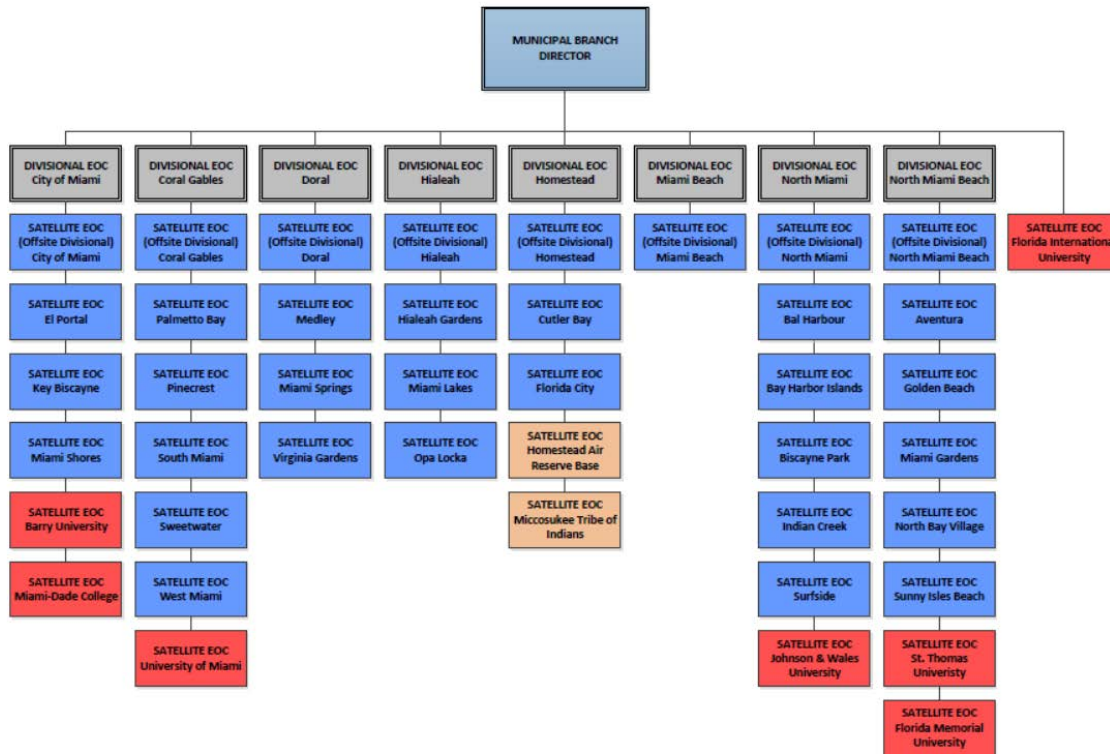


Figure iii: County's Municipal Branch Table of Organization

STATE EMERGENCY MANAGEMENT

There is a two-pronged coordination at the State level depending on the type of emergency. Florida Statutes place domestic security leadership within the Florida Department of Law Enforcement (FDLE). Hence, the Florida's Law Enforcement Community coordinates efforts with its Emergency Managers. The Legislature found that counter-terrorism efforts should be coordinated by and through the Department of Law Enforcement working closely with the Florida Division of Emergency Management (FDEM). The State also requires that the initial response to acts of terrorism be in accordance with the Florida Comprehensive Emergency Management Plan (FCEMP).

Regardless of the type of emergency, the Governor, through the FDEM, will coordinate statewide operations to include the provision of mutual aid and other support to local jurisdictions and the redirection of essential supplies and other resources throughout the seven FDEM regions as required (Florida Statute, 252.40) (Figure iv). The City of Doral is located within the Florida Division of Emergency Management (FDEM) Region 7.

Florida uses an "all events are locally managed" approach. Through this concept, the local Emergency Operations Center (EOC) coordinates and supports all personnel and resources involved in an incident within its jurisdiction. The County EOC is supported by the State EOC, which has a series of forward elements available to support the local governments.

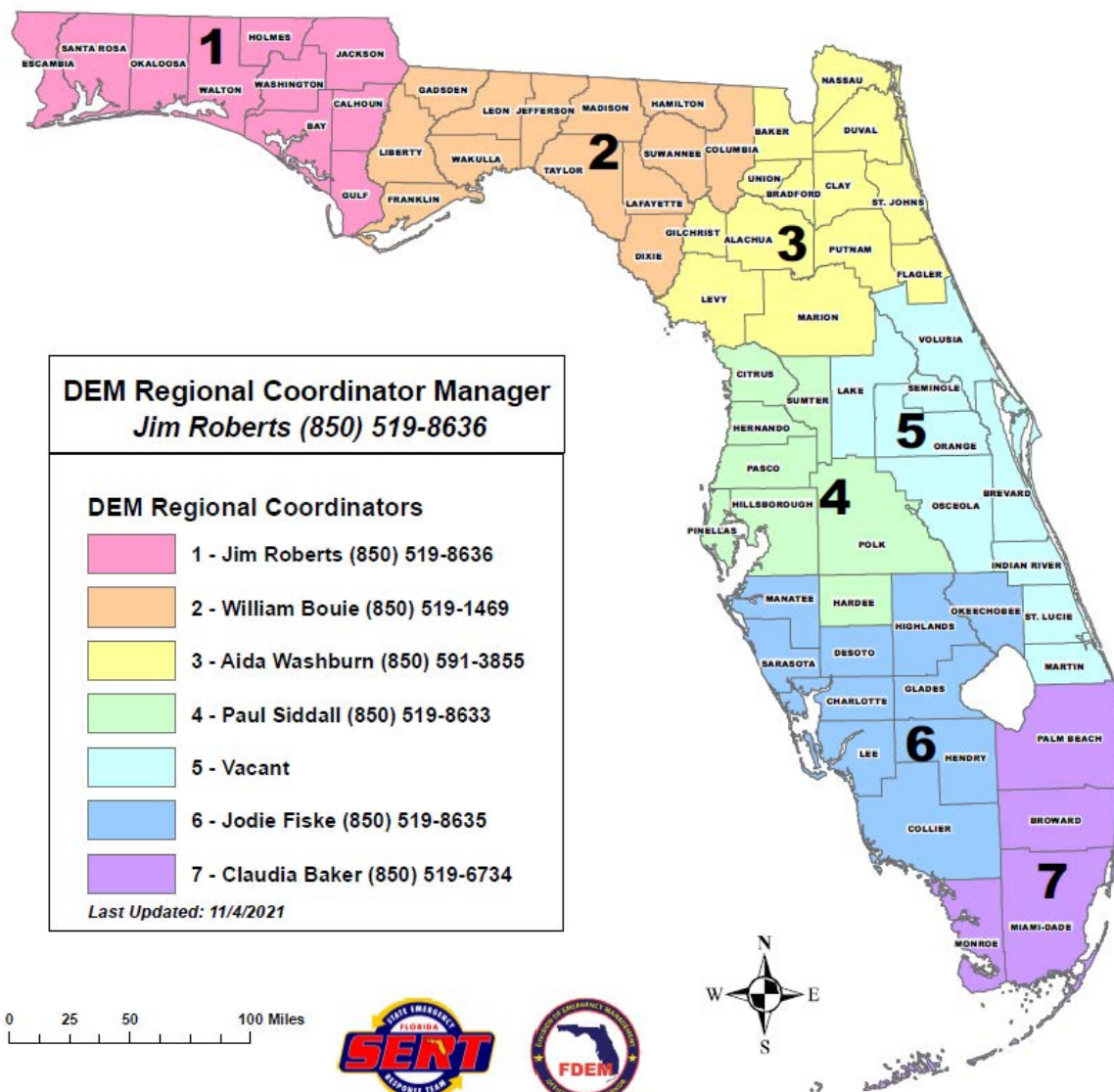


Figure iv: Florida Division of Emergency Management (FDEM) Regions

Each forward element brings with it more resources, unifies and/or coordinates with earlier forward elements and provides for an increasing presence in the County. State forward elements include Regional Multi Agency Coordination system (MAC), Regional Domestic Security Task Force (RDSTF) (Figure v), State Management Team, and the Forward State Emergency Response Team (SERT).

The 2020 revision of the state CEMP represents the collective efforts of the Division of Emergency Management and the State Emergency Response Team.

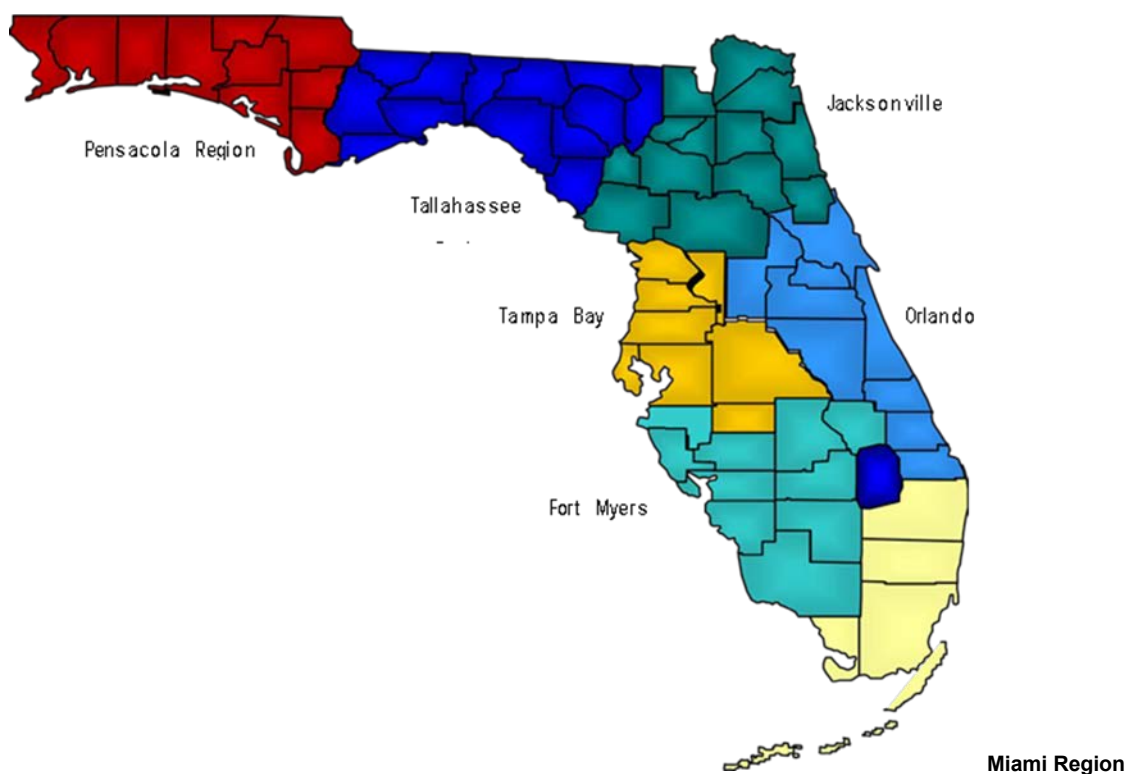


Figure v: Regional Domestic Security Task Force (RDSTF)

MUTUAL AID REGION EMERGENCY MANAGEMENT

Florida is part of the Emergency Management Assistance Compact (EMAC), the nation's state to state mutual aid system which has been ratified by Congress and is law in all 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands. Florida is served by FEMA Region IV (Figure vi) headquartered in Atlanta, GA.



Figure vi: FEMA Regions and FEMA Administrative Region IV

6. NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS): Using the Same Management System at all levels of government.

In response to the September 11, 2001 attacks on the World Trade Center in New York City, the Pentagon and Flight 93, President George W. Bush issued Homeland Security Presidential Directive-5. Released on February 28, 2003, HSPD-5 directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS). In September 2004, the Department of Homeland Security (DHS) Secretary Thomas Ridge sent an official policy letter to all state Governors outlining the content and implementation strategy for NIMS. All states and political subdivisions were required to adopt and implement NIMS in FY2006 and FY2007. NIMS was reviewed in 2008 and 2017, and is organized into three major components:

- **Resource Management** describes standard mechanisms to systematically manage resources, including personnel, equipment, supplies, teams, and facilities, both before and during incidents in order to allow organizations to more effectively share resources when needed.
- **Command and Coordination** describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.
- **Communications and Information Management** describes systems and methods that help to ensure that incident personnel and other decision makers have the means and information they need to make and communicate decisions.

These components represent a building-block approach to incident management. Applying the guidance for all three components is vital to successful NIMS implementation.

The NIMS guidance created by DHS is based in part on the California Standard Emergency Management System model. The City of Doral adopted NIMS in 2006 through [City Council Resolution No. 06-18](#) and follows the NIMS guidance as it is developed and implemented.

NIMS Guiding Principles

Incident management priorities include saving lives, stabilizing the incident, and protecting property and the environment. To achieve these priorities, incident personnel apply and implement NIMS components in accordance with the principles of flexibility, standardization, and unity of effort.

Flexibility

NIMS components are adaptable to any situation, from planned special events to routine local incidents to incidents involving interstate mutual aid or Federal assistance. Some incidents need multiagency, multijurisdictional, and/or multidisciplinary coordination. Flexibility allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.

Standardization

Standardization is essential to interoperability among multiple organizations in incident response. NIMS defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations. NIMS defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved. NIMS also includes common terminology, which enables effective communication.

Unity of Effort

Unity of effort means coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.

CITY OF DORAL RESPONSIBILITIES UNDER NIMS

The implementation of NIMS is a cooperative effort of all City Departments and agencies within the City that have an emergency response role. The Office of Emergency Management under the Doral Police Department has the lead responsibility for NIMS training, planning and implementation with responsibilities for:

- ✓Communicating information within the City of Doral on NIMS requirements and guidelines.

- ✓Coordinating NIMS training and development among departments
- ✓Institutionalizing the Incident Command System (ICS) into the CEMP and field operations
- ✓Incorporating NIMS requirements into the CEMP and City Code with adoption by the Doral City Council.
- ✓Identification of all departments and agencies involved in field level response
- ✓Identification of departments and agencies with EOC responsibilities
- ✓Coordinating with local governments, county government and volunteer and private agencies on development and implementation of NIMS.
- ✓Identification of special districts that operate or provide services within the City of Doral. Determining the emergency role of these districts and making provisions for coordination during emergencies.
- ✓Identification of local volunteer and private agencies that have an emergency response role. Determining their emergency role and making provisions for coordination during emergencies.
- ✓As part of its capabilities efforts, the city will complete the NIMS Data Collection Spreadsheet provided by Miami-Dade County Municipal Branch Director who will in turn submit it to the Florida Division of Emergency Management (FDEM).

City of Doral staff that's assigned to the EOC, or work at the field level during emergencies, receives appropriate NIMS/ICS training as recommended by the Department of Homeland Security and the Miami-Dade County Municipal Branch. New personnel will be trained as they are hired. To validate preparedness and planning efforts, the city develops an exercise program that provides periodic training for EOC personnel under NIMS/ICS guidelines.

Under the guidance issued by the State of Florida, NIMS training and self-certification of personnel is the responsibility of individual Law-Enforcement, Fire-Rescue, EMS, Public Works and others. The Office of Emergency Management is responsible for the overall documentation of NIMS/ICS training in the City in conjunction with the Human Resources Department.

NATIONAL RESPONSE FRAMEWORK (NRF) INTEGRATION WITH EMERGENCY MANAGEMENT PLAN

[The National Response Framework \(NRF\)](#) is built upon the premise that incidents are typically handled at the lowest jurisdictional level. In the vast majority of incidents, State and local resources and interstate mutual aid will provide the first line of emergency response and incident management support. When State resources and capabilities are overwhelmed, Governors may request Federal assistance. The NRF provides the framework for Federal interaction with State, local, tribal, private sector and non-governmental entities in the context

of domestic incident management to ensure timely and effective Federal support.

The NRF is the core operational plan for national incident management, and establishes national-level coordinating structures, processes, and protocols that will be incorporated into certain existing Federal interagency incident- or hazard-specific plans. The NRF facilitates coordination among tribal, local, State, and Federal governments and the private sector without impinging on any group's jurisdiction or restricting the ability of those entities to do their job. The NRF does not alter or impede the ability of first responders to carry out their specific authorities or perform their responsibilities.

The NRF and the NIMS are companion documents designed to improve the Nation's incident management capabilities and overall efficiency. Use of NIMS enables Federal, State, local, and tribal governments and private-sector and non-governmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from actual or potential domestic incidents regardless of cause, size, or complexity. Together, the NRF, CEMP and NIMS integrate the capabilities and resources of various governmental jurisdictions, incident management and emergency response disciplines, non-governmental organizations, and the private sector into a cohesive, coordinated, and seamless national framework for domestic incident management. The NRF is always in effect, and elements can be implemented at any time.

ORGANIZATION FLEXIBILITY - MODULAR ORGANIZATION

The five essential functions in NIMS –operations, planning, intelligence, logistics and finance– are identified as “sections” in the EOC. All other functions are organized as branches, groups or units within these sections. The types of functions and their relationship to one another will depend upon jurisdictional and agency responsibilities and the size and nature of the incident. Only functional elements that are required to meet current objectives will be activated. Those functions that are needed but not staffed will be the responsibility of the next higher element in the organization.

MANAGEMENT OF PERSONNEL - HIERARCHY OF COMMAND AND SPAN-OF-CONTROL

Management of personnel within the EOC will be accomplished through the assignment of Section Chiefs for Operations, Planning, Intelligence, Logistics and Finance/Administration functions. Section Chiefs will report to the EOC Commander. They are responsible for:

- ✓ Overseeing the internal functioning of their section
- ✓ Interacting with each other, the EOC Commander, and other entities within the EOC to ensure the effective functioning of the EOC organization, and
- ✓ Generating a Common Operational Picture (COP) in conjunction with field response.

MULTI-AGENCY OR INTER-AGENCY COORDINATION

Multi-agency or inter-agency coordination is important for:

- ✓ Establishing priorities for response
- ✓ Allocating critical resources
- ✓ Developing strategies for handling multi-agency response problems
- ✓ Sharing information
- ✓ Facilitating communications
- ✓ Guaranteeing jurisdictional/agencies objectives are not compromised

Emergency response is coordinated at the EOC through:

- ✓ Representatives from City departments and agencies
- ✓ Representatives from outside agencies including special districts, volunteer agencies and private organizations

The Miami-Dade County EOC works as the Multi-Agency Coordination Center (MACC) for most disaster incidents, and will facilitate liaisons from local, state, and federal agencies as needed.

UNITY OF COMMAND

Unity of command means that each individual involved in incident operations will be assigned—and will report—to only one supervisor.

Chain of command and unity of command help to ensure that clear reporting relationships exist and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Unity of command clears up many of the potential communication problems encountered in managing incidents or events because each individual maintains a formal communication relationship only with his or her immediate supervisor.



7. MUTUAL AID

INTRODUCTION

The foundation of emergency planning and response is a statewide mutual aid system which is designed to ensure that adequate resources, facilities and other support is provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation(s).

Mutual Aid Agreements create a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the state. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of the local jurisdiction to negotiate, coordinate and prepare mutual aid agreements ([NIMS Guideline for Mutual Aid](#)).

Mutual aid agreements exist in:

- ✓ Law Enforcement
- ✓ Fire Services
- ✓ Medical
- ✓ Public Health
- ✓ Emergency Managers

- ✓ Hazardous Materials
- ✓ Public Utilities
- ✓ Engineers
- ✓ Building Safety Assessment Evaluators
- ✓ Coroner, and others

MUTUAL AID SYSTEM

The Florida Emergency Management Act (F. S. 252.40), provides each local government of the state the authority to develop and enter into mutual aid agreements within the state for reciprocal emergency aid and assistance in case of emergencies. These emergencies may be too extensive to be dealt with unassisted, and through such agreements they ensure the timely reimbursement of costs incurred by the local governments which render such assistance. A statewide mutual aid system, operating within the framework of the Florida Mutual Aid Act, allows for the progressive mobilization of resources to and from emergency response agencies, local governments, counties, regions and state with the intent to provide requesting agencies with adequate resources. Emergency mutual aid response and recovery activities are generally conducted at the request and under the direction of the affected local government. The Florida Mutual Aid Plan is the official procedure in response to emergencies, disasters, civil disturbances, and unusual occurrences.

The statewide mutual aid system includes several discipline-specific mutual aid systems, such as fire and rescue, law enforcement, medical and public works. The adoption of NIMS does not alter existing mutual aid systems. These systems work through local government, county, regional and state levels consistent with NIMS.

Mutual aid may also be obtained from other states through direct state-to-state contacts, pursuant to interstate agreements and compacts, or may be coordinated through federal agencies.

MUTUAL AID REGIONS

Mutual aid regions are established under the Statewide Mutual Aid Agreement (SMAA). Seven mutual aid regions numbered 1-7 have been established within Florida. The City of Doral, located in Miami-Dade County, is part of Region 7. Each mutual aid region consists of designated counties. Mutual Aid includes those provided by the Florida Fire Chiefs' Association's (FFCA) and the Statewide Emergency Response Plan (SERP) (Figure vii) (See <http://www.floridadisaster.org/Response/Operations/EMAC/>)



Figure vii: Florida Fire Chiefs' Association's (FFCA) and the Statewide Emergency Response Plan (SERP) Regions

MUTUAL AID COORDINATORS

Mutual aid coordinators may function from an EOC, their normal departmental location or other locations depending on the circumstances. Some incidents require mutual aid but do not necessitate activation of the affected local government or operational area EOC because of the incident's limited impacts. In such cases, mutual aid coordinators typically handle requests from their normal work location. When an EOC is activated, all discipline-specific mutual aid systems being utilized should establish coordination and communications with the EOC.

VOLUNTEER AND PRIVATE AGENCIES IN MUTUAL AID

Volunteer agencies and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. Some volunteer agencies such as the American Red Cross, Salvation Army and others are an essential element of the statewide emergency response to meet the needs of disaster victims. Volunteer agencies mobilize volunteers and other resources through their own systems. They may identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies with extensive involvement in the emergency response should have direct lines of communications to or otherwise be represented in the EOC.

Some private agencies have established mutual aid arrangements to assist other private

agencies within their functional area. For example, electric and gas utilities have mutual aid agreements within their industry and established procedures for coordinating with a governmental EOC. In some functional areas, services are provided by a mix of special district, municipal and private agencies. Mutual aid agreements may include both governmental and private agencies.

Liaisons should be established between an activated EOC and other agencies involved in a response (i.e. hospitals, FPL, schools district, etc.). Where there is a need for extensive coordination and information exchange, agencies should have direct lines of communications to or otherwise be represented in an activated EOC at the appropriate NIMS level.

EMERGENCY FACILITIES USED FOR MUTUAL AID

Incoming mutual aid resources may be received and processed at several types of facilities including mobilization centers and incident facilities. Each type of facility is described briefly below.

Mobilization Center: Off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release or reassignment. For major area-wide disasters, mobilization centers may be located in or on the periphery of the disaster area.

Incident Facilities/Staging Areas: Incoming resources may be sent to staging areas, other incident facilities or directly to an incident, depending on the circumstances. Staging areas are temporary locations at an incident where personnel and equipment are kept while awaiting tactical assignments.

POLICIES AND PROCEDURES

Mutual aid resources will be provided and utilized in accordance with the Florida Mutual Aid Agreement. During a proclaimed emergency, inter-jurisdictional mutual aid will be coordinated at the county or mutual aid regional level.

The City of Doral will make mutual aid requests through Miami-Dade County's EOC. Requests should specify, at a minimum:

- ✓ Number and type of personnel needed
- ✓ Type and amount of equipment needed
- ✓ Reporting time and location
- ✓ To whom forces should report
- ✓ Access routes
- ✓ Estimated duration of operations
- ✓ Risks and hazards

The Operations and Logistics Sections of the City of Doral EOC will be in charge of tracking

requests for equipment, resources and work force under existing mutual aid and procedures, and by filling requests to the Miami-Dade County EOC through the WebEOC system.

AUTHORITIES AND REFERENCES

Mutual aid assistance may be provided under one or more of the following authorities:

STATEWIDE MUTUAL AID AGREEMENTS

- ✓ Florida State Emergency Management Act
- ✓ Florida Statewide Mutual Aid Agreement with City of Doral
- ✓ Florida Mutual Aid Plan
- ✓ Florida Fire-Chief's Statewide Emergency Response Plan (SERP)
- ✓ [Florida Department of Law Enforcement \(FDLE\) Mutual Aid Agreement](#)

DORAL/COUNTY AREA WITH MUTUAL AID AGREEMENTS

The following jurisdictions and its correspondent law enforcement agencies have signed mutual aid agreements with the City of Doral. Copies of the Agreements are kept at the Office of the Doral City Clerk and electronics copies are available on the city's website. If the City of Doral does not have a specific Mutual Aid Agreement with other city, it can execute the Statewide Mutual Aid Agreement.

- ✓ [Miami-Dade County Police](#)
- ✓ Miami Dade County Public Schools Police
- ✓ City of Miami Police Department
- ✓ City of Miami Beach Police Department
- ✓ City of Miami Springs Police Department
- ✓ City of Hialeah Police Department
- ✓ City of Hialeah Gardens Police Department
- ✓ City of Homestead Police Department
- ✓ City of Virginia Gardens Police Department
- ✓ City of Sweetwater Police Department
- ✓ Miami Shores Village Police Department
- ✓ Town of Medley Police Department

8. EMERGENCY PROCLAMATIONS

LOCAL STATE OF EMERGENCY

Following the County's Comprehensive Emergency Plan (Miami-Dade CEMP, 2017) guidelines, a Local State of Emergency may be proclaimed by the Mayor or City Manager or designee for a period of up to thirty (30) days in response to the imminent threat of, or an occurring emergency or disaster ([See Appendix 1 – Letter of Proclamation](#)). The City of Doral City Council must ratify a Local Emergency within a reasonable time.

The City shall advise the County Municipal Branch Director of the declaration. The proclamation of a Local Emergency provides the governing body with the legal authority to:

- ✓ If necessary, request that the Governor proclaim a State of Emergency
- ✓ Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries.
- ✓ Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements.
- ✓ Request state agencies and other jurisdictions to provide mutual aid
- ✓ Require the emergency services of any local official or employee
- ✓ Request necessary personnel and materials from any local department or agency
- ✓ Obtain vital supplies and equipment and, if required, immediately commandeer the same for public use.
- ✓ Impose penalties for violation of lawful orders
- ✓ Conduct emergency operations without incurring legal liability for performance, or failure of performance.

COUNTYWIDE LOCAL STATE OF EMERGENCY

In the event of a countywide emergency declaration, the corporate resources of Miami-Dade 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.

FLORIDA STATE OF EMERGENCY

Whenever the Governor proclaims a State of Emergency:

- ✓ Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any county, city and county, or city for outside assistance.
- ✓ The Governor shall, to the extent he deems necessary, have the right to exercise all police power vested in the state by the Constitution and the laws of the State of Florida within the designated area.
- ✓ Jurisdictions may command the aid of citizens as deemed necessary to cope with an emergency.
- ✓ The Governor may suspend the provisions of orders, rules or regulations of any state agency; and any regulatory statute or statute prescribing the procedure for conducting state business.
- ✓ The Governor may commandeer or make use of any private property or personnel (other than the media) in carrying out the responsibilities of his office.
- ✓ The Governor may promulgate, issue and enforce orders and regulations deemed necessary.
- ✓ The Governor can request additional assistance by asking for a Presidential declaration.
- ✓ During the continuance of a state of emergency, the Governor is commander in chief of the Florida National Guard and of all other forces available for emergency duty.

INCIDENTS OF NATIONAL SIGNIFICANCE

Incidents of National Significance including terrorist incidents and information will be communicated to the Homeland Security National Operations Center (NOC) by Miami-Dade County through NIMS in Florida. The County will send information to the Regional Coordinator for Region 7 or directly to the State Operations Center (SOC) in Tallahassee if deemed necessary. The State will communicate information to the NOC and or FEMA as deemed appropriate.

1.9 CONTINUITY OF GOVERNMENT (COG)

PURPOSE

A major disaster or an attack could result in great loss of life and property, including the death or injury of key government officials. At the same time, there could be partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry.

In the aftermath of a major disaster, law and order must be preserved and essential government services must be maintained. Civil government best accomplishes this. To this end, it is particularly essential that local units of government continue to function.

The Florida Emergency Interim Executive and Judicial Succession Act and applicable portions of the Florida Statutes and the State Constitution (cited in the next paragraphs) provide the authority for the continuity and preservation of state and local government (F.S 22; F.S. 252.38).

RESPONSIBILITIES

Government at all levels is responsible for providing continuous, effective leadership and authority under all aspects of emergency management cycle (preparedness, response, recovery, and mitigation). Under Florida's concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while others may provide additional resources upon request. A key aspect of this control is the ability to communicate official requests, situation reports, and emergency information throughout any disaster a community might face. In addition, Miami-Dade County OEM shall serve as liaison for and coordinator of municipalities' requests for state and federal assistance during post-disaster emergency operations.

PRESERVATION OF LOCAL GOVERNMENT

As per Florida Statute, each political subdivision such as the City of Doral shall have the power and authority to assign and make available for duty the offices and agencies of the city, including the employees, property, or equipment relating to police, transportation, construction, and similar items or services for emergency operation purposes, as the primary emergency management forces of the political subdivision (F.S. 252.38).

Florida Statute also provides the authority, as well as the procedures to be employed, to ensure continued functioning of political subdivisions within the State of Florida and to provide continuity of government and the succession of officers who head departments responsible for maintaining law and order, or in furnishing public services relating to health and safety.

LINES OF SUCCESSION FOR OFFICIALS CHARGED WITH DISCHARGING EMERGENCY RESPONSIBILITIES

The first step in assuring continuity of government is to have personnel who are authorized and prepared to carry out emergency actions for government in the event of a natural, technological, or national security disaster (F.S 22).

The line of succession of key management staff for the preservation of local government is established and may be modified by the City Manager or his/her successor. In absence of an acting city manager, the order of succession for his/her position and other city departments may be as follows:

Service/Department	Title/Position
City Administration - Management - Planning - Building	City Manager Standby #1 - Deputy City Manager Standby #2 – City Manager Designee
Police Department	Police Chief Standby #1 – Deputy Chief Standby #2 - Police Chief Designee
Public Works	Public Works Director Standby #1 - PW Assistant Director Standby # 2 - PW Director Designee

TEMPORARY LOCATION OF GOVERNMENT OFFICES (F.S. 22.20)

In case the Doral Government Center offices and personnel need to be temporarily relocated to another facility due to a disaster affecting the installations, government functions will be temporarily moved to Doral Police Training and Community Center located at 3719 NW 97 AVE, Doral FL 33178. This location will become the alternative seat of Government if needed.

PRESERVATION OF VITAL RECORDS

Each department within the City should identify, maintain and protect its own vital records.

Vital records are defined as those records that are essential to:

- ✓ Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Examples include vital statistics, land and tax records, license registers, and articles of incorporation.
- ✓ Conduct emergency response and recovery operations. Records of this type include

utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures (EOPs), personnel rosters, etc.

- ✓ Re-establish normal governmental functions and protect the rights and interests of government: constitutions and charters, statutes and ordinances, court records, official proceedings and financial records would also be included.
- ✓ Record preservation shall follow Florida Sunshine Law Statutes.

10. TRAINING AND EXERCISING

The Doral PD Office of Emergency Management will inform other City Departments of training opportunities associated with emergency management. Those with responsibilities under this plan must ensure their personnel are properly trained to carry out these tasks.

The best method of training emergency responders is through exercises. Exercises allow emergency responders to become familiar with the procedures, facilities and systems that they will actually use in emergency situations.

Exercises will be conducted on a regular basis to maintain readiness. Exercises should include as many other jurisdictions as possible. Following all major exercises, drills, and actual incidents, the City of Doral requires that an After Action Report (AAR) be developed outlining areas for improvement of plans and systems in accordance with the guidance on NIMS implementation. The City utilizes an approved tracking system that creates, among other actions, tasks for implementing improvements outlined in the AAR.

11. AUTHORITIES AND REFERENCES

The State Emergency Management Act (Chapter 252), provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act.

The Florida Comprehensive Emergency Plan, which is promulgated by the Governor, is published in accordance with the Act and provides overall statewide authorities and responsibilities, and describes the functions and operations of government at all levels during extraordinary emergencies, including wartime. Local CEMPs provide guidance for the use of local resources, mutual aid resources, and specialized regional response resources under a local incident commander, who may be supported by a local EOC.

Local CEMPs include specific provisions for requesting and employing state resources to aid in managing and resolving emergency situations for which local resources are inadequate.

All operations and facilities involved in the disaster response activities shall take special note of the Americans with Disabilities Act (ADA). Appropriate efforts shall be made to insure that necessary considerations are given to accommodate victims with disabilities. Public warning, emergency communications, transportation, and sheltering are areas that require special attention.

FEDERAL

[Code of Federal Regulations – Title 44 \(44 CFR\)](#)

[Robert T. Stafford Disaster Relief and Emergency Assistance Act](#) (Public Law 93-288, as amended) provides federal support to state and local disaster activities

[The Post Katrina Emergency Management Reform Act of 2006 \(PKEMRA\)](#)

[Sandy Recovery Improvement Act of 2013](#)

Federal Civil Defense Act of 1950 (Public Law 920), as amended National Response Framework (DHS), December 2004, [2016](#)

NRT-1, Hazardous Materials Emergency Planning Guide and NRT-1A Plan Review Guide (Environmental Protection Agency's National Response Team)

[Homeland Security Presidential Directive 5, February 28, 2003 - Established the National Incident Management System \(NIMS\)](#)

[Homeland Security Presidential Policy Directive 8 \(PPD-8\) of 2011 – On National Preparedness Efforts](#)

DHS Secretary Ridge Letter to the Governors, September 8, 2004 - Outlines NIMS Requirements

[Americans with Disabilities Act of 1990, as Amended](#)

STATE

[Florida Comprehensive Emergency Management Plan \(Florida CEMP\)](#)

Florida Emergency Response Team Mass Migration Annex

The State of Florida emergency management laws as established in Chapter 252, F.S., Emergency Management Act.

Other State authorities and references include:

Florida Statutes

Chapter 14, F.S., Governor
Chapter 22, F.S., Emergency Continuity of Government
Chapter 23, F.S., Florida Mutual Aid Act
Chapter 187, F.S., State Comprehensive Plan
Chapter 245, F.S., Disposition of Dead Bodies
Chapter 381, F.S., Public Health
Chapter 395, F.S., Hospital Licensing and Regulation
Chapter 401, F.S., Medical Telecommunications and Transportation
Chapter 553, F.S., Building Construction Standards
Chapter 870, F.S., Riots, Affrays, Routs, and Unlawful Assemblies
Chapter 943, F.S., Domestic Security

Florida Administrative Code

Chapter 27P-2, 27P-6, 27P-11, 27P-14, 27P-19, 27P-20, and 27P-21; Chapter 73C-40

Executive Orders

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

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, Florida Statutes. [Miami-Dade CEMP, 2017](#)

Other references include:

Miami-Dade Airport Emergency Plan
Miami-Dade Coordinated Damage Assessment Plan
Miami-Dade Coordinated Debris Clearance and Removal Plan
Miami-Dade Disaster Assistance Center SOP
Miami-Dade Disaster Assistance Employee SOP
Miami-Dade Fire Rescue Hazardous Materials Emergency Response Plan
Miami-Dade Points of Distribution Plan
Miami-Dade Post Disaster Housing Plan
Miami-Dade Radiological Emergency Preparedness Plan
Miami-Dade Unmet Needs Plan

LOCAL (CITY)

The authority for the *City of Doral Comprehensive Emergency Management Plan* (CEMP) is provided by [Florida Statute, Chapter 252.35 \(2\) \(b\)](#) and [Florida Statute, Chapter 252.38 \(2\)](#). In the development of this CEMP, references were used from several sources such as the Miami-Dade County Comprehensive Emergency Plan and the Florida Comprehensive Emergency Management Plan.

Since 2006, the City has adopted several resolutions/ordinances related to Emergency Management:

[Resolution No. 06-18](#) approving the adoption of guidelines established by NIMS/ICS

[Resolution No. 14-124](#) adopting the City's Flood Warning and Response Plan

[Ordinance No. 15-01](#) adopting flood hazard maps, Florida Building Code, designating floodplain administrator, and other purposes.

[Resolution No. 15-06](#) adopting Miami-Dade County's Local Mitigation Strategy (LMS) as the City of Doral's Floodplain Management Plan.

[Resolution No. 18-126](#) adopting the City of Doral Comprehensive Emergency Management Plan (CEMP).

[Resolution No. 18-203](#) approving the construction of the Doral Divisional EOC at Doral Police Headquarters.

[Resolution No. 18-204](#) approving the design of the Doral Divisional EOC at Doral Police Headquarters.

[Resolution No. 20-189](#) Adopting the 2020 Miami-Dade County Local Mitigation Strategy Plan

[Resolution No. 21-115](#) Adopting the 2018 Statewide Mutual Aid Agreement

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Section II: Hazard/Risk Analysis



This section of the Comprehensive Emergency Management Plan consists of a series of threat summaries based upon a City of Doral risk analysis. This analysis is conducted in conjunction with Miami-Dade County as a member of the Local Mitigation Strategy (LMS) Work Group, and following the Threat and Hazard Identification and Risk Assessment (THIRA) process, as well as the Department of Homeland Security (DHS)/FEMA National Infrastructure Protection Plan (NIPP-2013) guidelines. The City also uses other informational sources such as the National Hurricane Center and the DHS's Coastal Hazards Center of Excellence (CHC). These applications provide a description of the local area, risk factors and the anticipated nature of situations, which could threaten or occur in the City of Doral or Miami-Dade County as a whole.

1. GENERAL INFORMATION

LOCATION, POPULATION

The City of Doral is one of 34 cities in Miami-Dade County and encompasses an area of approximately 15 square miles. The city is situated west of Miami International Airport (MIA) and is surrounded by three of the major thoroughfares in the County: The Homestead Extension Florida Turnpike (HEFT) to the West, the Dolphin Express to the South (SR 836), and the Palmetto Express (SR 826) to the East ([Figure viii](#)). Unincorporated areas of Miami-Dade County abut the city to the North and West. Downtown Doral is a mixed-use development area which includes the Doral Government Center. The Government Center is a LEED Certified Building that was built in 2011.

According to the U.S. Census, in 2014, the City of Doral had the third fastest growth rate (7%) in the United States for a city with a population of 50,000 or more. In 2015, the city's estimated population was 55,660. As per the 2020 U.S. Census the population increased to 75,874, a 40% increase since the 2010 census (45,704). Due to its large business/government community, over 150,000 people commute to Doral each day. Doral is also the host city for the U.S. Southern Command (SOUTHCOM), the Headquarters of the Miami-Dade Police Department, and the Miami-Dade County Fire Rescue Department (MDFR), in addition to other facilities of countywide significance (See [Miami-Dade County Ordinance No. 05-141](#)).

Because of its location, the City is vulnerable to both natural and man-made disasters.

PUBLIC SAFETY DEPARTMENT

The City of Doral Police Department, created in 2008, is the agency within the City of Doral's jurisdiction that provides public safety and law enforcement. The agency consists of 140 sworn officers and administrative support staff. In the Fall of 2015, the Doral Police Department became the 11th Law Enforcement Agency in Miami-Dade County to be accredited by the Commission for Florida Law Enforcement (CFA).

Under a mutual aid agreement, the City uses Miami-Dade County Police Department divisions such as Homicide, SWAT, etc. to provide complete law enforcement services. The City also uses the services of the Miami-Dade County Fire Rescue Department (MDFR) to provide fire and paramedic medical services and is operated under a joint powers agreement between the City of Doral and Miami-Dade County. MDFR provides Urban Search & Rescue capabilities. The US&R and the Florida Task Force-1 (FL-TF1) is available 24 hours a day, locally or nationally. In cooperation with FEMA, the State of Florida and other agencies, the task force can be mobilized once an affected disaster area exceeds their own response capabilities and officially requests outside help.



Figure viii: City of Doral Boundaries

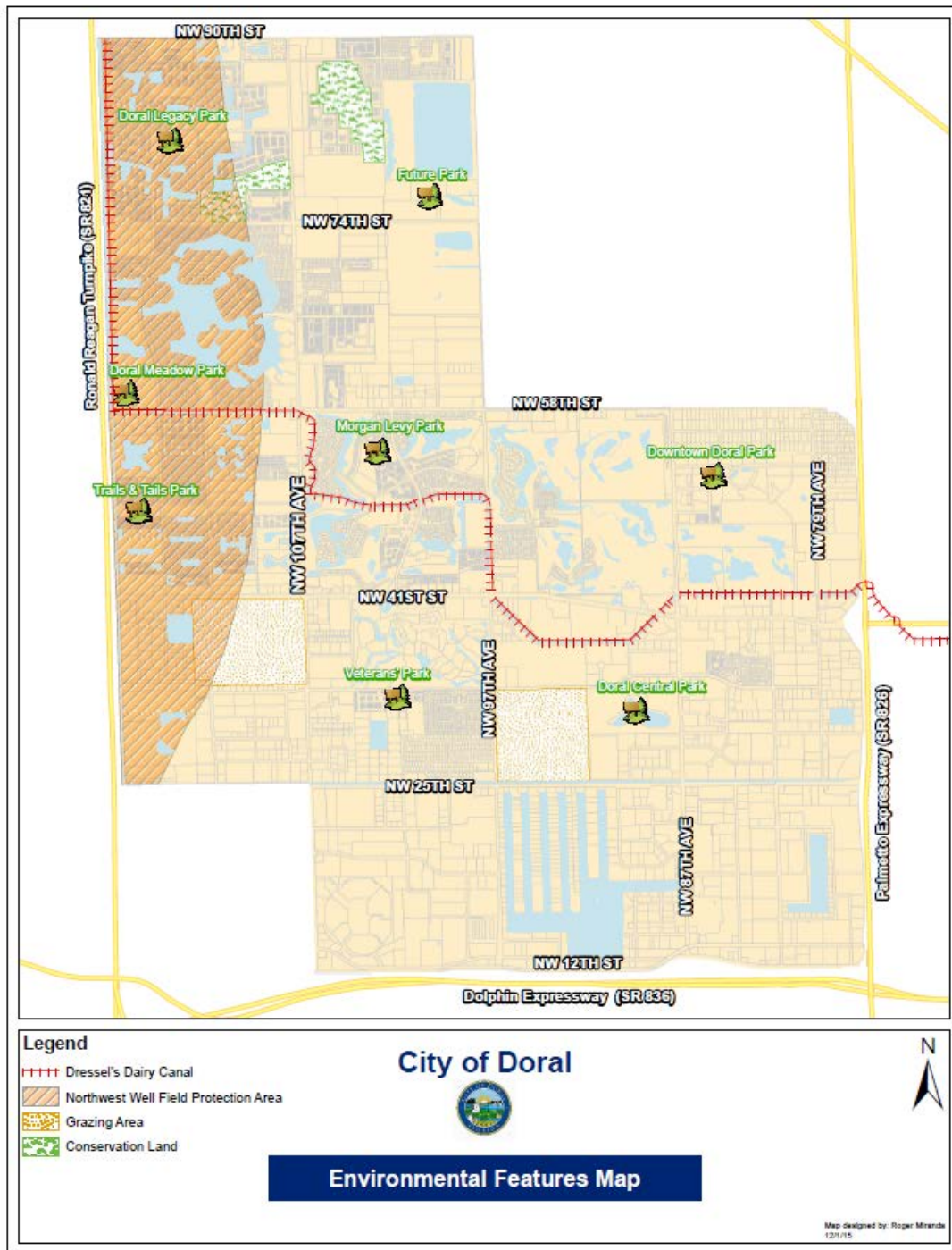
ENVIRONMENTAL FEATURES

The City of Doral has an area of approximate 15 square miles, of which 13.5 square miles is land, and 1.5 square miles (approximately 982 acres) are water bodies, comprised of 67 water bodies that are greater than 2 acres, and approximately 7.3 miles of the Dressel's Dairy Canal (Figure xix). The Canal bisects the City by entering at NW 90th Street and traveling south along the Ronald Regan Turnpike, through various areas in the community, and exiting the City at the intersection of the Palmetto Expressway and NW 36th Street on the east side of the City. There are none significant natural drainage features located within the City of Doral. Most of the water resources within Doral are generally the result of man-made drainage systems, including the C-6 Drainage Basin.

The surficial aquifer system within the City of Doral, which is generally located between three and five feet below ground surface is a small portion of the Biscayne aquifer. The aquifer is the principal source of potable water for the City of Doral. The City of Doral receives water service from Miami-Dade County Water and Sewer Department (WASD). There are five surface water monitoring sites located within or near the City of Doral. Zoning regulations, flood damage prevention ordinance, and subdivision regulations accomplish an adequate degree of protection for natural drainage, and groundwater recharge areas define the type of development that may occur on a given site and mandate minimum standards for preservation of open space.

The City of Doral has a relatively flat topography, dry land, which is not threatened with significant soil erosion potential. There are 4,433 acres of land encompassed by the Floodplain. There are approximately 119 acres of conservation areas, including 50 acres of environmentally protected wetland areas, over 260 acres of open areas utilized for grazing, 9 city parks (Doral Central Park began a capital improvement project in 2021), and a wellfield protection area.

None of the natural resources identified within the City of Doral are currently being used explicitly for commercial purposes, nor is it anticipated that they will in the future. Most of the surface water bodies, wetlands, and uplands identified in the area are protected for conservation use as part of the local canal drainage system. Other community parks and preserves located within the City of Doral serve as transition between the built and natural environments allowing residents to connect with nature while protecting certain areas for local plant and animal habitat. The Florida Division of Environmental Protection (FDEP) considers air quality good, and soil erosion is not a primary concern.



TRANSPORTATION AND INFRASTRUCTURE OF DORAL

Transportation

The primary travel corridor through Doral is Doral Boulevard (NW 36th/NW 41st Street) running East-West). NW 41st Street is one of several County roads within the City along NW 87th, NW 107th and NW 114th Avenues (North – South). The majority of surface streets are private roads located within gated communities (Figure x).

Miami-Dade County provides public transportation through their bus fleet. The city provides a free Trolley system.

The City is located within five miles of the Miami International Airport (MIA).

Infrastructure – The City of Doral has the typical types of buildings, water and power systems of a community that experienced the majority of its growth in the last 15 years. A brief description follows:

- ✓ Buildings – Most of the structures in the City of Doral are constructed with steel reinforced masonry, structural envelope, or walls, and pre-cast Twin T, and corrugated metal deck attached to steel joist roofs. The commercial structures in the older section of the City are built with steel reinforced CBS, concrete block structure, walls, and pre-cast Twin T, and metal decking roofs. The residential structures in the same area are also built with CBS walls and wood truss roofs with metal straps, connectors, and hurricane clips.

Commercial structures in the newer section of the City are built with a combination of steel reinforced, pre-cast tilt-up walls, and steel reinforced CBS walls. The newer roofs are made of 18 to 22 gauge, corrugated metal decking attached to steel joists. The residential structures in the newer area are built with steel reinforced, CBS wall, and wood truss roofs with metal straps, connectors and hurricane clips. In the most recently built residential units, the newer roofs are made of concrete slabs reinforced with steel joists.

Construction in the City of Doral follows strict Florida building codes including all the requirements of the high wind velocity zone. The Florida Building Code is also consistent with the Florida Fire Prevention Code.

- ✓ Water service is provided within the city by Miami-Dade County Water and Sewer Department (WASD). The City owns and maintains the storm water system. As of 2022, the city's municipal water distribution system includes 495.32 miles of mains (206.84 Sewer, 288.48 Water).

In 2016, the State of Florida established new requirements for public notification of pollution incidents. The implementation of Rule 62ER16-1 as it relates to the Miami-Dade Water and Sewer Department (WASD) now expands the notification requirements the department currently undertakes to include local elected officials, municipal leaders and members of the

media within 24 hours of sewer spills as well as notifying residents living near the site as to any potential risk to public health, safety or welfare within 48 hours.

These notifications will be generated by WASD and the City of Doral will use the Doral Alerts System and its social media platforms to echo the message to the public.

- ✓ Power – Florida Power & Light (FPL) provides the main source of power for city residences and businesses. In addition to FPL, Covanta Dade Renewable Energy operates the Miami-Dade County Resources Recovery Facility on 160 acres in Doral. The facility serves the municipal waste disposal needs of the residents of Miami-Dade County. The facility processes 3,000 tons of municipal solid waste per day and 1,200 tons per day of biomass fuel, generating 77 megawatts (MW) of renewable electricity. Approximately 26,000 tons of ferrous (steel) metal and 2,000 tons of non-ferrous (tin, copper) metal are recovered and recycled by the facility each year.

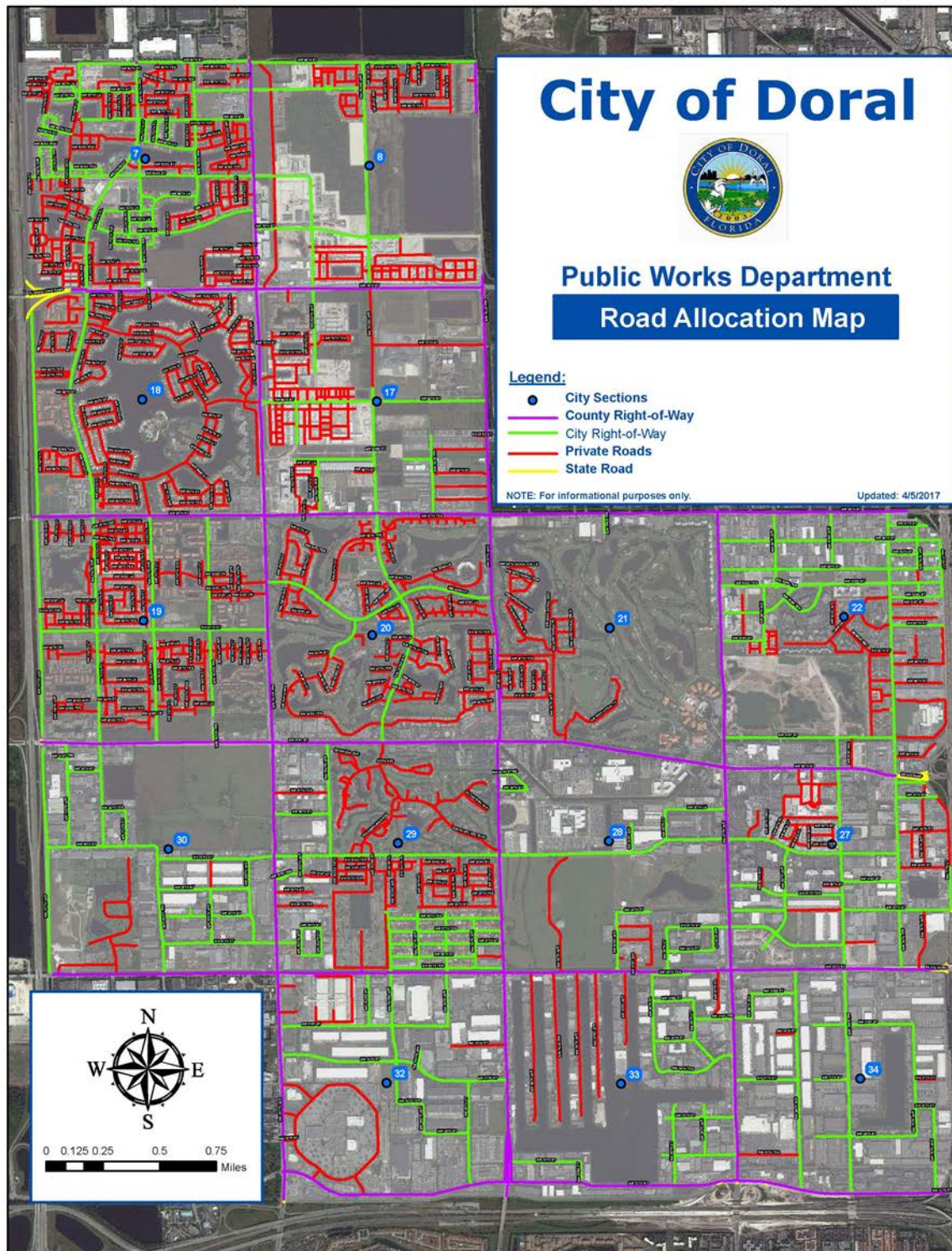


Figure x: City of Doral Roads Map

2.2 RISKS

The Department of Homeland Security (DHS) defines risk as the potential for an unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and the associated consequences (DHS Risk Lexicon, 2010).

It is important to recognize that it is not possible to eliminate all risks completely. To do so would compromise the community freedoms and liberties. Homeland Security is about risk management, not risk elimination, and determining what needs to be in place to be protected at a reasonable cost.

Risks can be assessed in terms of the following factors: *Threats x Vulnerability x Consequence*.

- ✓ Threat – natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.
- ✓ Vulnerability – physical feature or operational attribute that renders an entity open to exploitation or susceptible to a given hazard.
- ✓ Consequence – effect of an event, incident, or occurrence.

2.3 RISKS ANALYSIS

Hazard identification is the foundation of all emergency management activities. By understanding its risks, a community can make smart decisions about how to manage risks, including developing needed capabilities.

Since 2009 FEMA has been preparing for catastrophic events by using the maximum of maximums approach, which focuses on developing capabilities to stabilize a major all-hazards event within 72 hours, complete initial recover in 60 days, and fully recover within five years. The major change from the past is to elevate the scale of events for focus, discussion, and preparation.⁸

The Threat and Hazard Identification and Risk Assessment (THIRA) process helps communities identify capability targets and resource requirements necessary to address anticipated and unanticipated risks. In addition, *an informed public is the best advocate for building and sustaining required capabilities and creating a secure and resilient community*.⁹

There are two broad categories of hazards: natural and technological. In conjunction with Miami-Dade County and the Local Mitigation Strategy (LMS) guidance, the City of Doral was found to be vulnerable to several threats. The natural hazards and technological or manmade

⁸ Homeland Security Studies and Analysis Institute (2001)

⁹ Department of Homeland Security (2013). [Threat and Hazard Identification and Risk Assessment Guide, Second Edition](#)

hazards that threaten the City of Doral are as follows:

Natural Hazards (Alphabetical order)

✓ Drought	✓ Erosion
✓ Flooding	✓ Hurricane/Tropical Storm
✓ Salt Water Intrusion	✓ Sea Level Rise
✓ Severe Storm	✓ Tornado
✓ Wildfires	✓ Winter Storms

The estimate of risk is based on the judgment of local planners and the LMS Working Group regarding the likely frequency of occurrence of the hazard event based on the location of the jurisdiction to the hazard potentially occurring. Saltwater intrusion probabilities were determined by potential future risk. The rankings are Low (L), Medium (M) and High (H) (LMS, Part 1, P1-181).

Jurisdiction	Drought	Erosion	Flooding	Hurricane/Tropical Storm	Saltwater Intrusion	Sea Level Rise	Severe Storm	Tornado	Wildfires	Winter Storms
Doral	M	L	H	H	L	H	H	H	L	M

Technological and Manmade Hazards

- ✓ Active shooter(s)
- ✓ Bomb/Explosives/Fires and Hazardous Material Spills (HazMat)
- ✓ Aircraft Accidents
- ✓ Cyber-security threats
- ✓ Civil Disorders/Large Scale Demonstrations
- ✓ Weapon of Mass Destruction/Terrorist Attack
- ✓ Accidents Involving Mass Casualties
- ✓ Train derailment

The Doral Police Department and specific City Administration staff receives training and conducts periodic exercises to respond to any of the above natural, technological or manmade hazards whether they are caused intentionally or by accident. The Police Department

Regulations Manual also has specific Standard Operation Procedures to respond to these events (Chapters 20, 21, 21.1, 21.2, 21.3 and 21.4).

Assets within the City fall under the Critical Infrastructure Sector as prescribed by the [National Infrastructure Protection Plan \(NIPP, 2013\)](#). The Federal Government has assigned Sector-Specific Agencies to each of these Critical Sectors ([Figure xi](#)). U. S. Southern Command or SOUTHCOM is one of those critical infrastructures.

Critical Infrastructure Sector	Sector Specific Agency	Critical Infrastructure Partnership Advisory Council		
		Sector Coordinating Councils (SCCs)	Government Coordinating Councils (GCCs)	Regional Consortia
Chemical	Department of Homeland Security	✓	✓	
Commercial Facilities ⓘ		✓	✓	
Communications ⓘ		✓	✓	
Critical Manufacturing		✓	✓	
Dams		✓	✓	
Emergency Services ⓘ		✓	✓	
Information Technology ⓘ		✓	✓	
Nuclear Reactors, Materials & Waste		✓	✓	
Food & Agriculture	Department of Agriculture, Department of Health and Human Services	✓	✓	
Defense Industrial Base ⓘ	Department of Defense	✓	✓	
Energy ⓘ	Department of Energy	✓	✓	
Healthcare & Public Health ⓘ	Department of Health and Human Services	✓	✓	
Financial Services ⓘ	Department of the Treasury	Uses separate coordinating entity	✓	
Water & Wastewater Systems ⓘ	Environmental Protection Agency	✓	✓	
Government Facilities	Department of Homeland Security, General Services Administration	Sector does not have an SCC	✓	
Transportation Systems ⓘ	Department of Homeland Security, Department of Transportation	Various SCCs are broken down by transportation mode or subsector.	✓	

ⓘ Indicates that a sector (or a subsector within the sector) has a designated information-sharing organization.

Figure xi - Critical Infrastructure Sectors and Critical Infrastructure Sector

Besides the above mentioned natural, technological or manmade incidents, there is also the risk of health emergencies triggered by any of the above mentioned causes. These health emergencies varied from nuclear accidents and mosquito borne diseases, to biological or chemical accidents or intentional attacks. All health emergencies are handled by the Florida Department of Health (FDOH) with the support of the County and municipalities. Examples of

such emergencies are the Zika outbreak in 2016 and the current Covid-19 pandemic.

4. THREAT ASSESSMENT

This section describes the natural hazards with the **highest** likelihood as per the THIRA and LMS working group: flooding, hurricane, sea level rise, severe storm and tornado, in addition to health emergencies, and some of the Technological and Manmade Hazards facing the City of Doral.

THREAT ASSESSMENT 1: FLOODING



Doral, May 2012

General Situation

The National Weather Service issues flood watches and warnings. A flood **WATCH** is issued when flooding is possible within the designated watch area and close to the watch area, but the occurrence location, and/or timing is still uncertain -- all persons should be alert. The City has a complete [Flood Warning and Response Plan](#) which was adopted in September, 2014 [Resolution No. 14-124](#).

All low-lying areas in Doral are subject to flood conditions ([Figure xii: Doral Flood Hazard Areas](#)). Urban development in flood plain areas are often subject to seasonal inundation. The flood plain is a natural extension of any waterway, although infrequently used. Storm water runoff that exceeds the capabilities of the physical characteristics of stream and drainage channels, results in the natural flooding of a localized area; usually in the eastern section of Doral.

Once flooding begins, personnel will be needed to assist in rescuing persons trapped by floodwater, securing utilities, cordoning off flooded areas and controlling traffic. These actions may overtax local agencies, and additional personnel and resources may be required.

Specific City Situation

The City of Doral has and will continue to experience some localized flooding with threats to property and little or no threat to life. Although some local urbanized areas lie within the 100-year floodplain mapped by the Federal Emergency Management Agency, flood water heights rarely exceed one-to-two feet. During minor flood events the city should expect calls for service for road clearance and debris removal, pumping of water within buildings, assistance with furnishing of sandbags, traffic diversion and road closure barricading. During moderate flood events, building damage assessment and limited rescue operations may be needed. A major flood event would likely entail all of the above-mentioned activities to a greater extent and would also likely need extensive recovery operations to be undertaken after flooding subsides.

Drainage systems are comprised of ditches, storm sewers, retention ponds and other facilities constructed to store runoff or carry it to a receiving stream, lake, bay or the ocean. Other man-made features in such a system include yards and swales that collect runoff and direct it to the sewers and ditches. When most of these systems were built they were typically designed to handle the amount of water expected during a 10-year storm. Larger storms overload them, and the resulting backed-up sewers and overloaded ditches produce shallow flooding.

The C-2 Extension Canal, the Northline Canal, and the Dressels Canal are the waterways that traverse the City of Doral. The majority of the city's storm sewer system drains toward one of these waterways, which eventually connect directly with Biscayne Bay or the Everglades. The waterways may be influenced by tides that contribute to drainage and flood problems in the city. When there is a high tide combined with a high ground water table or a heavy rainfall, the storm sewer system will fill-up rapidly as a result of surface run-off and the high ground water table; this may result in flooded conditions in the streets, swale areas, and lawns.

The City of Doral is divided into two major drainage areas that fall within the boundaries of the South Florida Water Management District (SFWMD), the C-4 and C-6 Basins. The portion of the City north of NW 25 Street drains towards the C-6 Canal, commonly known as the Okeechobee Canal. The portion south of NW 25 Street drains towards the C-4 Canal, which is located along NW 8 Street from the Palmetto Expressway to the Everglades conservation area. Historic flooding problems on 107th Avenue have been corrected through storm drain improvements.

The National Flood Insurance Program (NFIP) was created by Congress in 1968 to protect lives and property and to reduce the financial burden of providing disaster assistance. The NFIP is administered by the Federal Emergency Management Agency (FEMA). Nationwide, over 20,500 communities participate in the NFIP— almost 460 of Florida's counties, cities and towns

participate. The NFIP is based on a mutual agreement between the Federal Government and local communities. Communities that participate agree to regulate floodplain development according to certain criteria and standards.

The partnership involves:

- ✓ [Flood hazard maps](#). FEMA produces flood maps, in partnership with water management districts, communities and the State, in accordance with FEMA standards. The maps are used by communities, insurance agents, and others.
- ✓ Flood insurance. Property owners and renters in participating communities are eligible to purchase Federal flood insurance for buildings and contents.
- ✓ Regulations. Communities must adopt and enforce minimum floodplain management regulations so that development, including buildings, is undertaken in ways that reduce exposure to flooding.

The community enacts and implements the floodplain regulations required for participation in the NFIP. The community's measures must meet regulations set by its state, as well as NFIP criteria. A participating community commits itself to:

- ✓ Issuing or denying floodplain development/building permits.
- ✓ Inspecting all development to assure compliance with the local ordinance.
- ✓ Maintaining records of floodplain development.
- ✓ Assisting in the preparation and revision of floodplain maps.
- ✓ Helping residents obtain information on flood hazards, floodplain map data, flood insurance and proper construction measures.

The City's flood damage prevention ordinance has been approved by the State of Florida Department of Emergency Management (FDEM), and exceeds Florida Building Code and FEMA NFIP regulations. The goal of the ordinance is to protect lives and property in times of flooding conditions.

National Flood Insurance Program's (NFIP's) Community Rating System (CRS)

The National Flood Insurance Program's (NFIP's) Community Rating System (CRS) is a voluntary incentive program that recognizes communities for implementing floodplain management practices that exceed the Federal minimum requirements of the NFIP to provide protection

from flooding. The City's participation in the CRS program has resulted in flood insurance discounts to all property owners since 2008.

As of 2022, City of Doral flood insurance policy holders in the special flood hazard area (SFHA) receive a 20% discount on their policy. Standard flood policy holders outside the SFHA receive a 10% discount.

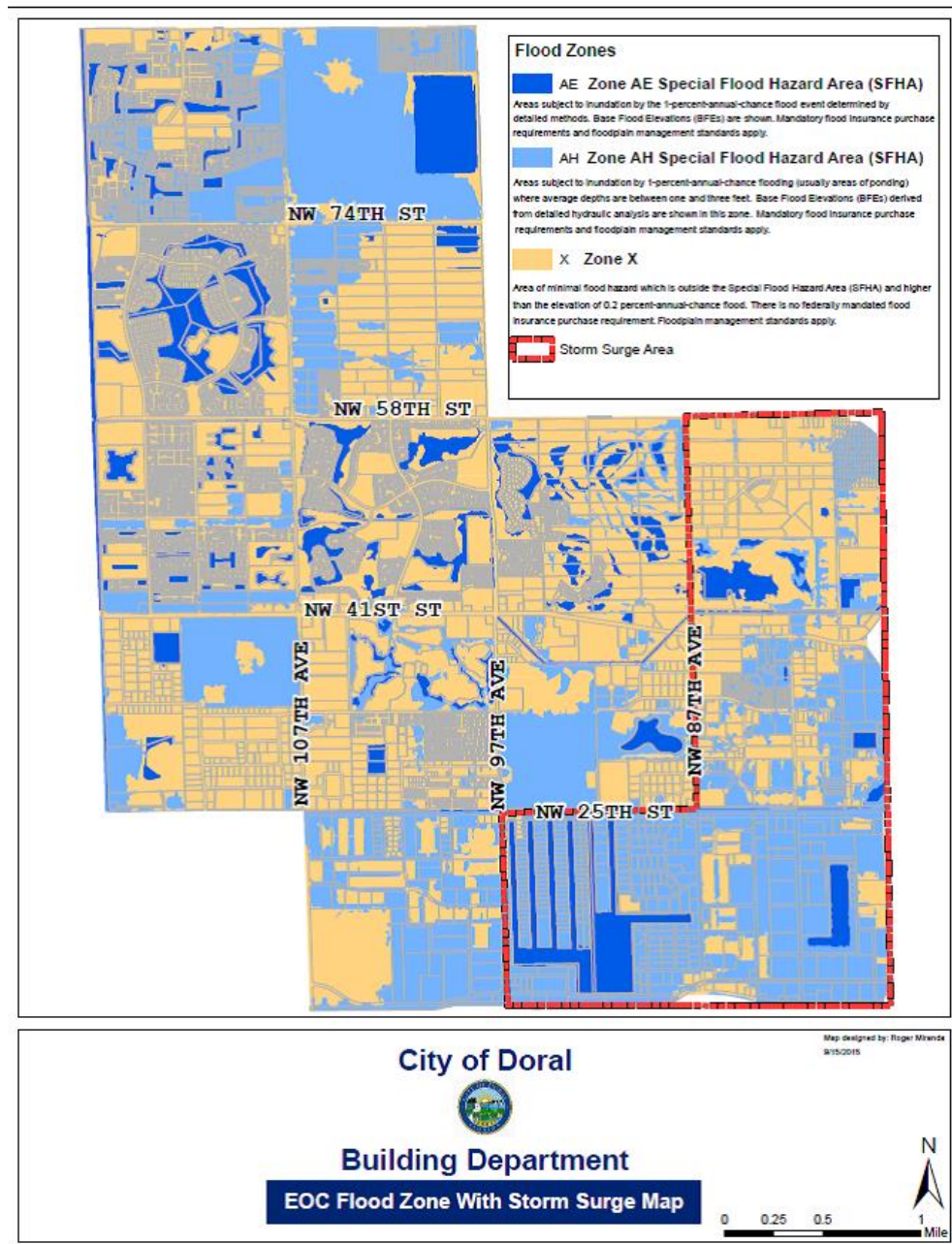


Figure xii: City of Doral Flood Zones with Storm Surge Area

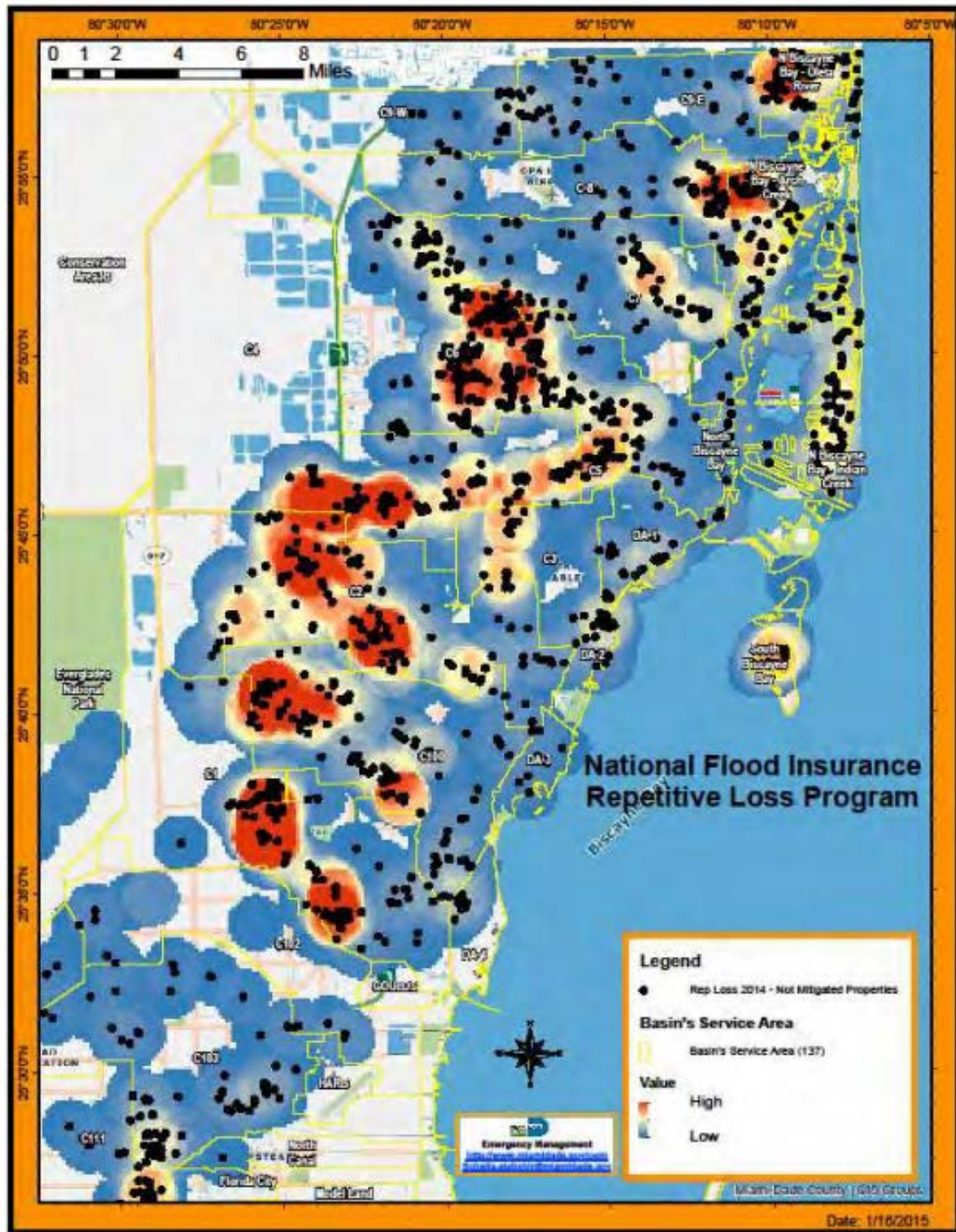


Figure xiii: Miami-Dade County-wide Repetitive Loss Properties

THREAT ASSESSMENT 2: HURRICANES/TROPICAL STORMS

General Situation

The City of Doral is located in South Florida, an area prone to hurricanes ([Figure xiv: Hurricane History](#)). Between 1994 and 2017, Southeast Florida has experienced 35 hurricanes. 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 400,000 coastal residents are required to evacuate in the event of a Category 5 hurricane. Evacuation of over 400,000 residents and visitors is achievable, however, factors such as landfall and intensity of hurricane 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** (Miami-Dade CEMP, 2017, Vol. 1, p. 39).



Figure xiv: History of Hurricanes in South Florida as of 2020 (courtesy of NWS Miami)

Hurricane Andrew



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 hurricane striking in the more populated regions of the County would put over 2.7 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 (Miami-Dade CEMP, 2017, p. 40).



Damage showing impact of Hurricane speed winds

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. 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 storm.

Hurricane Wilma



Downtown Miami

On October 24, 2005, Hurricane Wilma reached Naples from the Gulf of Mexico as a Category 3. By the time it hit Southeast Florida, it reached category 2 with some areas as category 1. Even as a low category event, over fifty people lost their lives in the State of Florida from direct or indirect effects of the Hurricane. The only direct death in Miami-Dade County occurred in Aventura when a man's boat smashed into a seawall. A drowning was reported

on Maule Lake in North Miami Beach from a capsized boat. Two deaths occurred in the City of Hialeah. A 1-year old boy perished after the car he was in hit a light pole loosened during the storm. The other fatality was a woman who died during a collision at an intersection with no traffic signal. In North Bay Village, 10 houseboats were declared "unsafe." A few buildings were damaged, especially the Treasure Bay Clubhouse, which lost its roof and had significant damage on the ground floor. In Miami Beach, the South Beach Community Hospital was severely damaged. Collins Avenue was littered with trees and other roads were impassable.

Some skyscrapers and high-rises in Downtown Miami suffered severe facade damage during the storm, particularly along Brickell Avenue between Route 41 and Coral Way. Among the damaged structures were the Colonial Bank Building, the JW Marriott Miami, Espirito Santo Plaza, and the Four Seasons Hotel Miami, the tallest building in Florida. Several hangars at the Miami International Airport suffered roof damage. It also damaged a radio tower, a chain-link fence and the lighting system at the Orange Bowl. Although there was no structural loss, the impact from the storm rekindled discussion about demolishing the stadium. At the Miami Seaquarium on Virginia Key, storm surge flooded the park and caused significant damage.

At a trailer park in Sweetwater, just south of the City of Doral, six mobile homes were destroyed and dozens of other suffered damages. In West Kendall, the storm knocked over fences, tore shingles from roofs, uprooted trees, and downed power lines, leaving some without electricity and blocking Kendall Drive. Similar impact occurred in The Hammocks, where fences, light

poles, and trees fell, blocking some roads. At the Miami MetroZoo (now known as Zoo Miami), roofs and fences were damaged, but the animals were unharmed. The Homestead-Miami Speedway, built to restore Homestead's economy after Hurricane Andrew in 1992, suffered major damage to lights, grandstanding, catch fencing, and garages. One indirect death occurred in Homestead after a man was killed by the tractor he was using to remove debris.

Wilma Fatalities in Florida	35 direct, 26 indirect
Damage	\$20.6 billion (2005 USD)

Hurricane Irma

Hurricane Irma was an extremely powerful and catastrophic Cape Verde hurricane, the strongest observed in the Atlantic in terms of maximum sustained winds since Hurricane Wilma, and the strongest storm on record to exist in the open Atlantic region. Although land interaction with Cuba weakened Irma to a Category 2 storm, the system re-intensified to Category 4 status as it crossed the warm waters of the Straits of Florida, before making landfall on Cudjoe Key with winds at 130 mph, (215 km/h) on September 10, 2017. Irma weakened to Category 3 status, prior to another landfall in Florida on Marco Island later that day. Although nearly all of the inland observations in the Miami-Dade and Broward County metro areas reported sustained winds just below hurricane force (National Hurricane Center Report), the long lasting storm produced a high amount of debris blocking main roads, flooding streets and knocking down power including in the Doral area. City of Doral's Government Center resumed business eight days after the storm.

Hurricane Procedures

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. It is the policy of the City of Doral 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, citywide evacuation and pre-storm preparatory activities cease.



Flooding on NW 41 Street in Doral – Hurricane Irma, 9/10/2017

At this time, city facilities and response personnel, including the City’s EOC, begin “lock down”. All on-duty personnel are required to report to a secure duty station, and vehicular traffic flow is prevented. 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 City will follow the advisories issues by the National Weather Service and the National Hurricane Center regarding **Hurricane Watches and Hurricane Warnings**.

The Office of Emergency Management strongly recommends that the safety of first responders and city employees be the chief concern when drafting extension procedures. The potential for property damage resulting from a major hurricane represents one of the City’s most serious threats.

A major hurricane occurring in or near the Doral jurisdiction may cause many deaths and injuries, extensive property damage, fires, hazardous material spills and other ensuing hazards. The nearby Miami International Airport may be severely affected. The time of day may also have a profound effect on the number of dead and injured. A category 5 hurricane would be catastrophic in its effect upon the population and could exceed the response capabilities of the City of Doral, Miami-Dade County and the Florida Division of Emergency Management (FDEM) and other state agencies. Damage control and disaster relief support would be required from other local governments outside Miami-Dade County, private organizations, and from state and federal governmental agencies.

Extensive search and rescue operations may be required to assist trapped or injured persons. Injured or displaced persons could require emergency medical care, food and temporary shelter.

Identification and burial of many dead persons would pose difficult problems; public health would be a major concern. Mass evacuation may be essential to save lives, particularly in areas downwind from hazardous material releases. Emergency operations could be seriously hampered by the loss of communications and damage to transportation routes within, and to and from, the disaster area and by the disruption of public utilities and services.

Saffir-Simpson Hurricane Wind Scale		
	Sustained Wind Speed	Effects
Category 1	74-95 mph (119-153 km/hr)	Very dangerous winds will produce some damage. Low-lying coastal roads flooded, minor pier damage
Category 2	96-110 mph (154-177 km/hr)	Extremely dangerous winds will cause extensive damage. Major damage to exposed mobile homes, evacuation of some shoreline residents
Category 3	111-130 mph (178-209 km/hr)	Devastating damage will occur. Some structural damage to small buildings; serious flooding at coast and many smaller structures near coast destroyed
Category 4	131-155 mph (210-249 km/hr)	Catastrophic damage will occur. High risk of injury or death to people, livestock, and pets due to flying and falling debris. Long-term water shortages will increase human suffering. Most of the area will be uninhabitable for weeks or months.
Category 5	> 155 mph (249 km/hr)	Catastrophic damage will occur. People, livestock, and pets are at very high risk of injury or death from flying or falling debris. A high percentage of frame homes will be destroyed. Long-term power outages and water shortages will render area uninhabitable for weeks or months.

Figure xv: Saffir-Simpson Hurricane Wind Scale

The economic impact on the City of Doral from a major hurricane would be considerable in terms of loss of employment and loss of tax base. Also, a major hurricane could cause serious damage and/or outage of computer facilities. The loss of such facilities could curtail or seriously disrupt the operations of banks, insurance companies and other elements of the financial community. In turn, this could affect the ability of local government, business and the population to make payments and purchases.

Specific Situation

Damage to Vital Public Services, Systems and Facilities

Bed Loss in Hospitals

In 2021, Jackson Health System opened its first full service hospital, including emergency rooms, in the Doral area. The Jackson West Medical Center is located at 2801 N.W. 79th Avenue, Doral, FL 33122 and it has 100 private rooms. Before then, the City of Doral did not have a major medical/trauma center facility within its jurisdiction. The closest trauma center was located at Kendall Regional, approximately 11 miles southwest from the Doral Government Center. With the new hospital, residents in Doral and its surrounding communities are now closer to quality emergency/trauma services.

In addition, Baptist Health South Florida also opened a new hospital in the northwest part of the City. Baptist Health Hospital Doral is located at 9500 NW 58 Street, Doral, FL 33178. Doral also hosts urgent care centers by healthcare providers Baptist Health South Florida, Miami Children's Hospital, and Leon Medical Center.

During a hurricane, damage to infrastructure could flood portions of buildings. Although critical infrastructure construction follows strict Florida building codes, a hurricane can cause major areas within hospitals to be nonfunctional during the critical hours immediately following a major hurricane. This will decrease the number of beds available and create the need for alternate treatment facilities or field hospitals. Although a percentage of the remaining beds could be made available by discharging or transferring non-emergency patients, it will probably be necessary to receive an immediate influx of emergency medical aid and/or export some of the seriously injured to out-of-county facilities.



Hurricane Wilma – Category 2

Building Survivability

All infrastructures within the City of Doral will be affected according to the Hurricane category (See Figure xv) including commercial buildings, residences, warehouses, antennas, cell towers, etc. Every building in the City is exposed to high risk of damage in hurricanes by virtue of being located in a hurricane prone part of the country. Older structures may face high risk because their construction is inadequate to withstand strong winds. The vast majority of structures within the City are one and two story, light wood frame construction, except for mixed-use developments in Downtown Doral, Midtown Doral, etc. Fifty-one (51) commercial buildings within the City that were constructed of unreinforced masonry have been strengthened to reduce the risk of catastrophic collapse in case of a major weather event or natural disaster. Some structures house critical City and County functions, such as emergency response activities, and it is important that these structures remain functional after a hurricane. The City's Police Headquarters, where the Doral Divisional Emergency Operations Center is located, has been designed and constructed to withstand a category five hurricane.

After a Category 1 or 2 Hurricane, emergency planners should expect minor isolated damage to structural and non-structural elements and contents of buildings. Communication systems may be disrupted due to increased use or isolated outages.

During a Category 3 or 4 Hurricane, the items mentioned above will likely occur to a greater extent. Falling items and broken glass may cause injuries and some minor to moderate damage to structures and contents will likely occur. Utilities (i.e. water, gas, electric, CATV, telephone) may be disrupted for a relatively short period of time. Other infrastructure such as roads, bridges, sewer systems, traffic controls will need to be inspected. Increased calls for public safety and medical assistance are likely to occur. Building damage and safety assessments will likely be needed.



Hurricane Andrew – Category 5

During a major hurricane, emergency planners should expect structural and non-structural damage resulting from high winds to occur. Damage resulting from fire may also occur. Injuries and possibly death resulting from flying elements or items will likely occur. Utilities (i.e. water, gas, electric, CATV, telephone) may be damaged and disrupted for an extended period of time. Other infrastructure such as roads, bridges, sewer systems, street lighting and traffic controls may be damaged, thereby affecting emergency response and other circulation throughout the City. Increased calls for public safety and medical assistance will occur and will need prioritization. Building damage and safety assessments will be needed. Extensive recovery operations will be needed after the initial emergency response.

Storm Surge

As per Miami-Dade County, the South East area of the City of Doral may see the effects of storm surge during a storm ([See Figure xii](#)). This is mainly a commercial area. The City will advise owners to protect their properties while considering the effects of a possible storm surge. A storm surge would further compromise an area already prone to flooding.

Communications

System failure, overloads, loss of electrical power and possible failure of some alternate power systems will affect telephone and cellular systems. Numerous failures can be expected to occur, and the systems will be overloaded beyond capacity. The anticipated damage could disable up to 80% of the telephone system for one day and beyond. In light of this, emergency planners should not expect the use of telephone or cellular systems for the first few days after the event. The City of Doral and the County as a whole have a wireless communications network used for public safety and emergency response. The communications network is used by the County and City agencies, public safety officials and emergency responders. The network is comprised of communication sites, consisting of towers and equipment buildings, which

provide wireless communications coverage throughout the County. While the communications system is designed to be functional even after the loss of one or more antennas, a major hurricane impacting multiple sites could significantly reduce communications effectiveness. The City has also subscribed its cell services to FirstNet increasing the connectivity capacity during emergency and disaster response.

Water Service

Water services may be interrupted and/or boiling water advisories may be issued by the Miami-Dade County WSD. These advisories will also be distributed by EOC personnel to local Media and posted on Social Media if applicable.

THREAT ASSESSMENT 3: SEA LEVEL RISE

General Situation

Impacts from water related events such as flooding due to sea level rise may be enhanced by 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), 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; Miami-Dade CEMP, 2017).

Sea level rise, however, is a complex issue and should not be seen only through the prism of what the media chooses to inform (Fagan, 2013). Besides the eustatic measure of sea level rise (due to thermal expansion), isostatic movements (shifts in the lithosphere) also need to be considered. Sediment compaction, subsidence, changes in glaciers, shifts of tectonic plates, earthquakes, etc. are all factors that affect sea level rise. A more cautious and conservative approach is to plan coastal management assuming that sea level will rise gradually (at least eight inches by the most conservative measures) by the year 2100.¹⁰

Specific Situation

In Florida, in contrast with other areas whose bedrock is granite, schist or marble, the Peninsula is founded on porous limestone. During astronomical tides in the months of March and October, seawater comes up from the bay and the ocean filtering upwards through the limestone and

¹⁰ Fagan, B. (2013). *The Attacking Ocean*

even infiltrating the sewer system. Though Doral is located miles from the coast, its channel systems could be compromised by future sea level rise.

THREAT ASSESSMENT 4: TORNADOES, THUNDERSTORMS AND LIGHTNING STORMS

The number of tornadoes in Florida generally increases during the months of June, July, and August with a decline in October, November, and December. Tropical cyclones tend to enhance the occurrence of tornadoes during the late summer and early fall. Tornadoes during the winter and spring tend to be more powerful due to the presence of the jet stream. Historically, Florida experiences stronger and more dangerous tornadoes in February, March, and April.

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 since most people are asleep and do not receive adequate weather warnings. Around 3:00am, on January 23, 2017, the City experienced a tornado touchdown in a Doral area, west of the Palmetto State Road. The City's Code Enforcement Department had to assign two units unfit for human occupancy after suffering severe roof damage.



Tornado Outbreak – Doral – January, 2017

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.

THREAT ASSESSMENT 5: HEALTH EMERGENCIES – VIRUSES, CONTAGIOUS DISEASES

High volume of travelers and transient population in South Florida makes it a vulnerable area for potential health emergencies related to viruses or contagious diseases brought from other regions. In January 2016, the Florida Governor declared a health emergency to initiate preparations to prevent the spread of the Zika virus, a mosquito borne disease, in the State. That month, three travelers who arrived from South America were confirmed to have contracted the Zika virus. By the end of the year over 1,200 people had been infected by the virus through either travel or through local transmission.

The lead agency to handle health emergencies is the Florida Department of Health with the support of its federal partners including the Centers for Disease Control and Prevention (CDC). The City of Doral has a support function, especially through outreach and informational campaigns, including information on mosquito diseases such as Zika, Dengue, Chikungunya, and by supporting County mosquito abatement efforts. Efforts include treating storm water drains to prevent mosquito breeding. During the Covid-19 pandemic, the City has supported the FDOH and the County providing public information, Covid-19 testing and vaccinations sites.

MANMADE AND TECHNOLOGICAL HAZARDS

THREAT ASSESSMENT 6: HAZARDOUS MATERIALS INCIDENTS

Miami-Dade County residents in general 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. The Doral Police Department follows its regulations in responding to Hazardous Materials Spill under Chapter 20: Unusual Occurrences.

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. In addition, coordinating procedures for hazardous materials response may be found in the Miami-Dade County Fire Rescue Department (MDFR) Hazardous Materials Standard Operating Procedure (SOP).

THREAT ASSESSMENT 7: TERRORISM

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, posttraumatic stress.
- ✓ Economic, Political, and Social Impacts.

According to the FEMA publication *Principal Threats Facing Communities and Local Emergency Management Coordinators*, most terrorist activities are bombing attacks. Principal targets include military personnel and facilities, commercial establishments, and federal government buildings and property. However, based on the events surrounding September 11, 2001, there is an increasing threat of WMD (Weapons of Mass Destruction) incidents, including Nuclear, Biological, and Chemical attacks against civilian targets.

An important asset against biological attacks is the federal BioWatch program. Its critical mission is to build the preparedness of jurisdictions in case of a biological attack and to provide early warning. This program is present in 30 metropolitan areas across the United States. Information on BioWatch can be found at www.dhs.gov/biowatch-program.

The resurgence of terrorists cells such as ISIS, ISIL or Dash, has shown the intent of these terrorists groups in attacking soft targets and even down aircrafts beyond their established territories in Syria and Iraq. These cells have served also as inspirations to lone wolf or small groups' attacks as in the Boston Marathon bombing of 2013. Terrorists targeted multiple locations in Paris on November 13, 2015 with a death toll of 130 people and more than 300 injured. Few weeks later, on December 2, 2015, two ISIS sympathizers killed 14 and wounded 21 at a reunion in a state-run facility in San Bernardino, California. On June 12, 2016, Omar Mateen, a 29-year-old security guard, killed 49 people and wounded 53 others in a terrorist attack/hate crime inside Pulse, a gay nightclub in Orlando, Florida. He was shot and killed by Orlando Police Department (OPD) officers after a three-hour standoff.

Specific Situation

The City of Doral may be less of a target of terrorist attacks than other cities in Miami-Dade County and/or southeast Florida with similar critical infrastructural or federal assets. This would place the City as a whole in a key position to support the City of Miami and other Miami-Dade County communities in the event they were attacked. In addition, the City of Doral Police Department takes part of the Southeast Florida Fusion Center (SEFFC) under the Homeland Security Bureau (HSB). The mission of the HSB/SEFFC is to develop and implement effective information-sharing policies and collaborative programs, to ensure the effective dissemination of criminal intelligence information, including counter-terrorism.

A person or persons who are committed to carrying out an act of violence, is going to carry that

act out. How successful they are and how many people they kill, will depend on intelligence gathering and how fast first responders can intervene. It's important to remind the public to keep awareness of their surroundings and to call law enforcement if they see something suspicious. As the public awareness campaign reminds us "if you see something, say something."

THREAT ASSESSMENT 8: CIVIL UNREST

General Situation

The spontaneous disruption of normal, orderly conduct and activities in urban areas, or outbreak of rioting or violence that is of a large nature is referred to as civil unrest. Civil unrest can be spurred by specific events, such as large sporting events or criminal trials, or can be the result of long-term disfavor with authority. Civil unrest is usually noted when normal on-duty police and safety forces cannot adequately deal with the situation until additional resources can be deployed. This is the critical stage when civil unrest can grow to large proportions.

Threats to law enforcement and safety personnel are very real in such circumstances. Every effort must be made to quickly prevent such incidents from growing out of control. Securing of essential facilities and services is necessary. Looting and fires can take place as a result of perceived or actual non-intervention by authorities.

During the response phase to such an event, security for command and control locations such as Incident Command Posts (ICPs) and Emergency Operations Centers (EOC) must also be provided.

Specific Situation

There are few targets for civil disobedience or civil unrest in the City of Doral. However, local, national or international political issues may generate protests that strain local resources. Criminal trials, environmental issues, and labor strife could also result in serious situations. Since the 2016 presidential campaign and elections, the surroundings of Trump National Doral and the office of Florida Senator Marco Rubio have served as a place of demonstrations. However, none has escalated to the level of civil unrest. On May 17th, 2018, Trump National Doral was the scene of an active shooter incident (See Threat Assessment 11). In the summer of 2020, the resort was the place for a demonstration against police force and the killing of George Floyd.

In addition, the City may be affected by civil unrest originating or occurring in other parts of the County or in other Countries. Regional events may start or encourage civil unrest.

Response to such an event is the primary responsibility of law enforcement. Doral Police officers will follow policy, procedures and ethical conduct guidelines in case the response to these situations is faced with resistance. The City of Doral emergency management team would also

be heavily tasked in providing planning, logistics, traffic control, and public information support. The Real Time Operations Center (RTOC) is a vital tool in supporting the response to this threat.

THREAT ASSESSMENT 9: NATIONAL SECURITY EMERGENCY

General Situation

As a result of the restructuring of the former Soviet Union and the subsequent end of the Cold War, the likelihood of full-scale nuclear war has been significantly reduced. In spite of this, attacks by rogue states and terrorists are still possible, and would result in a National Security Emergency. A National Security Emergency may be defined as an attack involving any or all of the destructive devices known as Weapons of Mass Destruction (WMD), including nuclear, chemical or biological, delivered by a foreign government or act of terrorism.

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 concern. Although potential targets are unpredictable, high-density population centers, nuclear power plants, and military installations are considered vulnerable targets. Even though there are no known incidents of non-governmental groups in control of nuclear weapons, there have been circumstances where groups have been found to have possession of nuclear grade material, including radiological. However, terrorists may eventually be able to gain control of a nuclear weapon.

Specific Situation

In the increased readiness stage, expedient shelters may be utilized and information will be provided to the public. The shelter located within the City of Doral is run by Miami-Dade County personnel. Any single incident or a combination of events could require evacuation and/or sheltering in place of the population. The City of Doral is prepared to assist the impacted areas in Miami-Dade County or southeast Florida in an event of an unforeseen or planned attack.

THREAT ASSESSMENT 10: TRANSPORTATION ACCIDENT: AIR CRASH/TRAIN DERAILMENT

The City of Doral's proximity to Miami International Airport makes the area vulnerable to possible aircraft accidents. In addition, the south side of the City is crossed by the Sea Board

Coastline train tracks parallel to N.W. 12 Street.

As prescribed in the regulations manual, in the case of an aircraft accident within Doral's jurisdiction the City of Doral Police Department will render aid, preserve the integrity of the scene and assist in the investigation of an aircraft accident and will provide support services to the Miami-Dade Fire Department, Miami-Dade Police Department, Federal Aviation Administration, National Transportation Board (NTSB), and to other agencies participating in the investigation of aircraft accidents. The same will be applied in the case of a train derailment following the regulations stipulated in the Doral PD manual which includes procedures for hazardous materials spills.

THREAT ASSESSMENT 11: ACTIVE SHOOTER

An Active Shooter is an individual, or several individuals, actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearm(s) and there is no pattern or method to their selection of victims. Usually their targets correspond to those known as soft targets, i.e., shopping mall, open spaces, transit hubs, etc.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. According to the FBI, active shooter incidents have increased dramatically between 2000 and 2013.

In most cases, active shooter situations are often over within 10 to 15 minutes, even before law enforcement arrives on the scene. Individuals must be prepared both mentally and physically to deal with an active shooter situation. It is highly recommended for members of the community to take the "FEMA Active Shooter: What You Can Do" online class. The link to the free course can be found at <https://emilms.fema.gov/IS907/curriculum/1.html>.

Members of Doral PD will follow all regulations as prescribed in the Doral PD manual to respond to these situations. Doral PD members responding to an active shooter incident will immediately use any and all lawful means at their disposal to make contact with the active shooter/s and stop them before they can cause further injury or death. This will be the duty and responsibility of the initial responding member/s.

On May 17, 2018, at approximately 2:30am, Trump National Doral was the scene of an active shooter incident. Doral PD patrol was able to immediately neutralize the threat. The shooter was shot in the legs and transported to the hospital. He was subsequently charged with attempted murder and aggravated assault with a firearm.

THREAT ASSESSMENT 12: CYBER ATTACKS

Information technology is a critical sector of everyday life and as such is also prone to attacks. According to ready.gov, the spectrum of cyber risks is limitless; threats, some more serious and

sophisticated than others, can have wide-ranging effects on the individual, community, organizational, and national level. These risks include:

- ✓ Organized cybercrime, state-sponsored hackers, and cyber espionage can pose national security risks to our country.
- ✓ Transportation, power, and other services may be disrupted by large scale cyber incidents. The extent of the disruption is highly uncertain as it will be determined by many unknown factors such as the target and size of the incident.
- ✓ Vulnerability to data breach and loss increases if an organization's network is compromised. Information about a company, its employees, and its customers can be at risk.
- ✓ Individually-owned devices such as computers, tablets, mobile phones, and gaming systems that connect to the Internet are vulnerable to intrusion. Personal information may be at risk without proper security.

Cybersecurity involves protecting the infrastructure by preventing, detecting, and responding to cyber incidents.

In February 2013, President Barack Obama issued Presidential Policy Directive 21 (PPD-21), Critical Infrastructure Security and Resilience, which explicitly calls for an update to the [National Infrastructure Protection Plan \(NIPP\)](#). This update is informed by significant evolution in the critical infrastructure risk, policy, and operating environments, as well as experience gained and lessons learned since the NIPP was last issued in 2009. The National Plan builds upon previous NIPPs by emphasizing the complementary goals of security and resilience for critical infrastructure. To achieve these goals, cyber and physical security and the resilience of critical infrastructure assets, systems, and networks are integrated into an enterprise approach to risk management.

Specific Situation

Following the principles of the NIPP, the City of Doral has in effect a proactive and inclusive partnership with the public and private sectors to provide optimal critical cyber infrastructure security and resilience to prevent cyberattacks and minimize the consequences of an attack to the City's government network. In addition, the Doral IT Department - with members from other Departments- has in place a tactical plan under the Computer Security Incident Response Team (CSIRT) that provides guidelines and procedures when handling computer security incidents citywide. This is in conjunction with two objectives from the City of Doral Information Security Strategic Plan:

- ✓ Security Incident Management and
- ✓ Proactive Risk Management

SECTION III:

City of Doral Divisional

EMERGENCY OPERATIONS CENTER



1. INTRODUCTION

An Emergency Operations Center (EOC) is a physical location from which centralized emergency management can be performed during a major emergency or disaster. An EOC makes possible a coordinated response by the EOC Director, Emergency Management Staff and representatives from organizations who are assigned emergency management responsibilities. While the Incident Command Post (ICP) is closer to the main scene of the emergency, the EOC supports and coordinates the response during an escalating incident by relieving the burden of external coordination and securing additional resources. **The EOC *does not* command the on-scene level of the incident** ([NIMS, 2008-NIMS, 2017](#)).

All major emergencies at the City of Doral entail a multijurisdictional response with Miami-Dade County Fire Rescue, Miami-Dade County Police and other agencies. The City follows the guidelines specified by the Miami-Dade County Municipal Branch. Multiagency coordination is a *process* that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. The two most commonly used elements of the Multiagency Coordination System are EOCs and Multiagency Coordination Groups or MAC Groups.

To facilitate the response, the City of Doral EOC references NIMS principles and defines specific functional responsibilities and actions. City Residents may need assistance with any, or all, of the 18 Emergency Support Functions (ESFs). In conjunction with the Miami-Dade County EOC, the City's EOC will coordinate response operations for ESFs that are applicable to the City of Doral and the Doral Police Department as prescribed in the [Miami-Dade CEMP, 2013](#). See [\(Appendix 4\)](#).

When the City exhausts its resources, it may call upon the assistance of the Miami-Dade EOC. All requests for Mutual Aid must be submitted through the Miami-Dade EOC.

An EOC provides a central location of authority and information, and allows for face-to-face coordination among personnel who must make emergency decisions. The level of EOC staffing will vary with the specific emergency situation. The following functions are performed in the City of Doral EOC:

- ✓ Managing and coordinating emergency operations.
- ✓ Receiving and disseminating warning information.
- ✓ Developing emergency policies and procedures.
- ✓ Collecting intelligence from, and disseminating information to, the various EOC representatives, and, as appropriate, to County, State agencies, military, and federal agencies.
- ✓ Preparing intelligence/information summaries, situational reports, operational

reports, and other reports as required.

- ✓ Maintaining general and specific maps, information display boards, and other data pertaining to emergency operations.
- ✓ Continuing analysis and evaluation of all data pertaining to emergency operations.
- ✓ Directing, controlling and coordinating, within established policy, the operational and logistical support of area resources committed to the emergency.
- ✓ Maintaining contact and coordination with support from the County's EOC, other local governments EOCs, and the State (See Figure xvi).
- ✓ Providing emergency information and instructions to the public, making official releases to the news media and the scheduling of press conferences as necessary.

The components will be determined according to the size of the emergency and the anticipated incident management workload. Branches and consequent units may be added to each section. Not all emergencies require a full scale system and may only require the operations, planning, logistics and finance/administration posts to be staffed.

CITY OF DORAL/ AREA COORDINATION LINKS

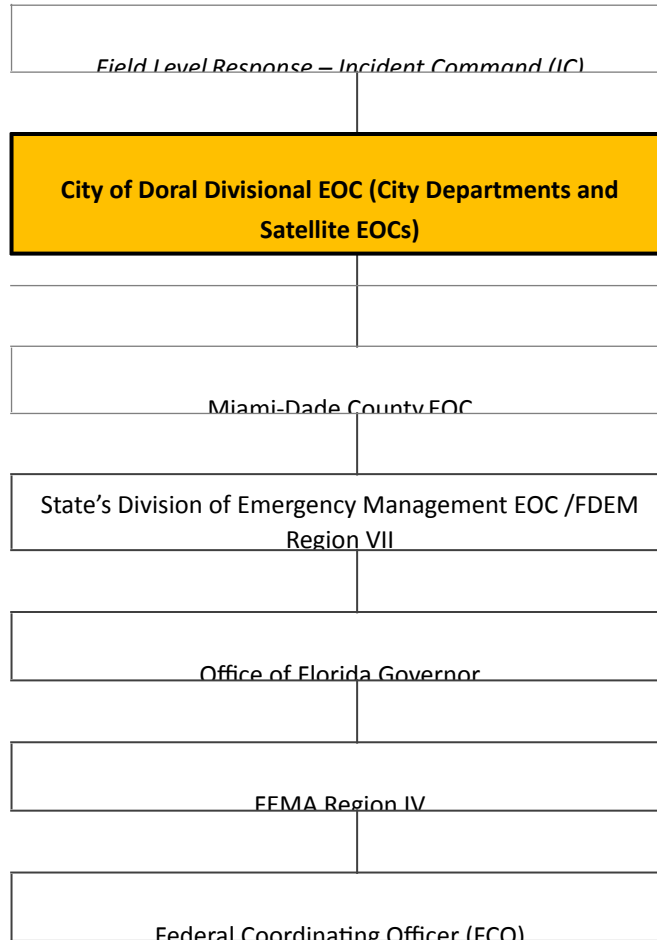


Figure xvi: City of Doral/Operational Area Coordination Links

2. EOC LOCATION AND DESCRIPTION

In the Spring of 2018, the Miami-Dade County Office of Emergency Management initiated the process to make the City of Doral a Divisional EOC within Miami-Dade County. The offer was approved and adopted by the City of Doral Council on November 15, 2018. The new Divisional EOC provides a seat and representation inside the Miami-Dade County EOC when activated.

To fulfill this new role, the City Council approved the construction of an expanded EOC inside the current Doral Police Headquarters located at 6100 NW 99th Avenue, Doral, FL 33178. The Doral Divisional EOC was inaugurated on July 16, 2019. As a Divisional EOC, Doral hosts three additional cities during activation.

The Satellite cities assigned to the Doral Divisional EOC are as follows:

- ✓ City of Miami Springs
- ✓ Town of Medley
- ✓ Village of Virginia Gardens

ALTERNATE EOC LOCATION AND DESCRIPTION

Future plans contemplate having an alternate EOC. However, at this time no other public facility in the City can sustain Category 5 hurricanes.

Once that alternate EOC is established, the operational capabilities of the alternate EOC are somewhat less than those of the primary EOC in that computer functionality would need to be supplied from the primary EOC or other locations. Pre-positioned stocks of equipment and supplies are currently stored at the Primary EOC. Direction and control authority will be transferred from the primary EOC to an alternate EOC when deemed necessary by the Emergency Manager. The Logistics Section will arrange for relocation of EOC staff members to the alternate EOC if needed. All Section Chiefs will advise their emergency response field forces of the transition to the alternate EOC.

Emergency response coordination may be conducted from the EOC or from other locations depending on the situation. The EOC may be partially or fully staffed to meet the demands of the situation.

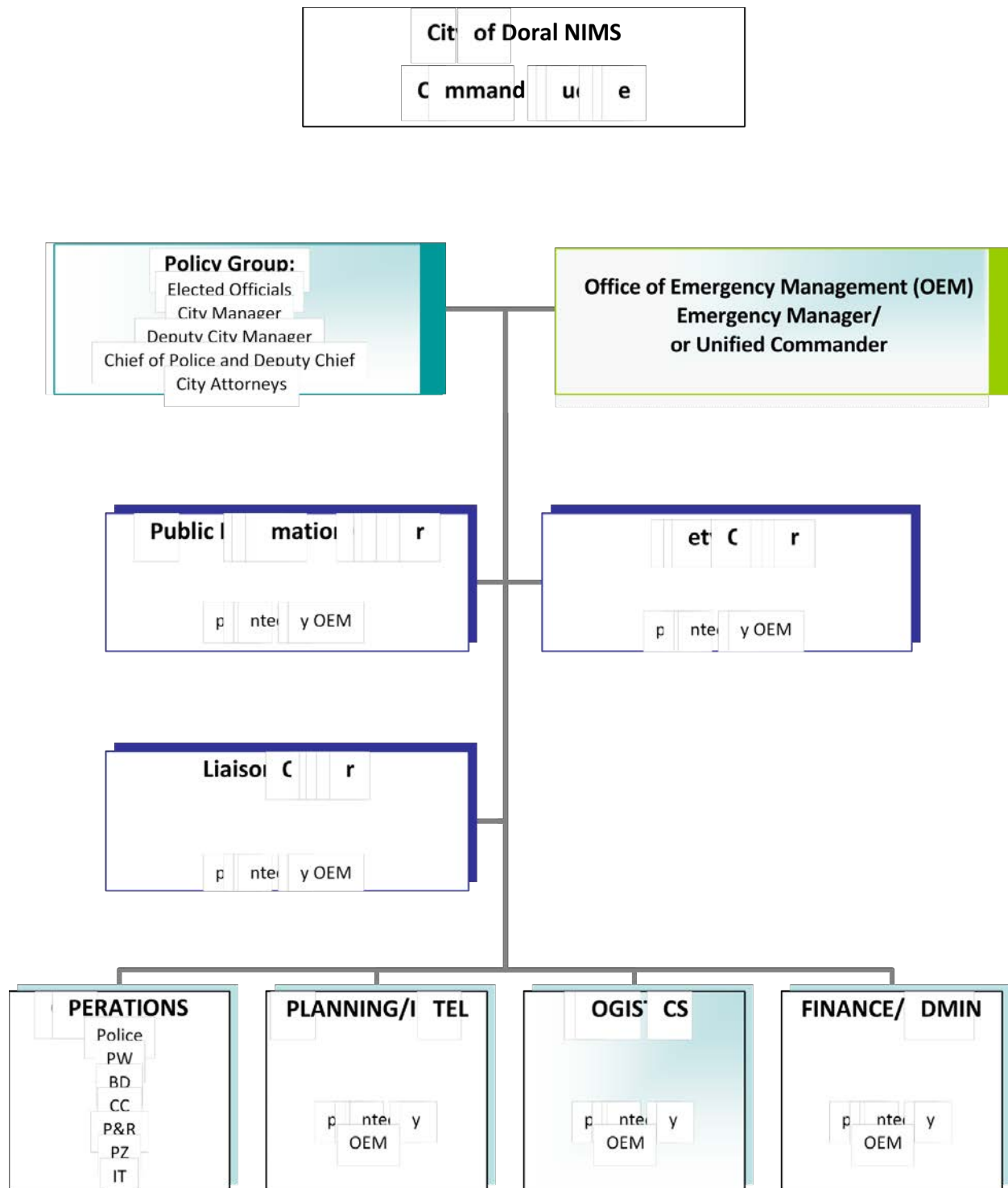


Figure xvii: Emergency Operations Center Organizational Chart

3. EOC ORGANIZATION/ROLES AND RESPONSIBILITIES:

Although flexible in principle, the Doral Divisional EOC follows a similar structure as the Incident Command System (ICS). This ICS-like structure provides for five functions within the Doral Divisional EOC: Management, Operations, Planning/Intelligence, Logistics, and Administration/Finance (Figure xvii).

The EOC Management Staff includes an EOC Director who guides and oversees EOC staff and activities. The EOC Management Staff typically includes a Public Information Officer (PIO), Liaison Officer, and a Safety Officer.

EOC Director: The City Manager or designee, usually the Emergency Manager, holds the position of EOC Director. The EOC Director has overall responsibility for managing the entire incident. This position differs from the field Incident Commander. In addition, the EOC Director 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.

Operations Coordination Section: The operations section is responsible for the management of all operations directly applicable to the primary mission. The Operations Section Chief activates and supervises organizational elements in accordance with the Incident Action Plan (IAP) and directs its execution, and may include the Community Lifelines Conditions (See Figure xviii).

Planning/Intelligence Coordination Section: Responsible for collecting, evaluating and disseminating information within the EOC; assist in developing the EOC Incident Action Plan, the After-Action Report in coordination with the OEM, and maintaining documentation and other functions.

Logistics Coordination Section: The Logistics Section is responsible for providing facilities, services, and material in support of the response and recovery operations. The Logistics Section Chief participates in the development of the incident action plan, and activates and supervises the units within the logistics section.

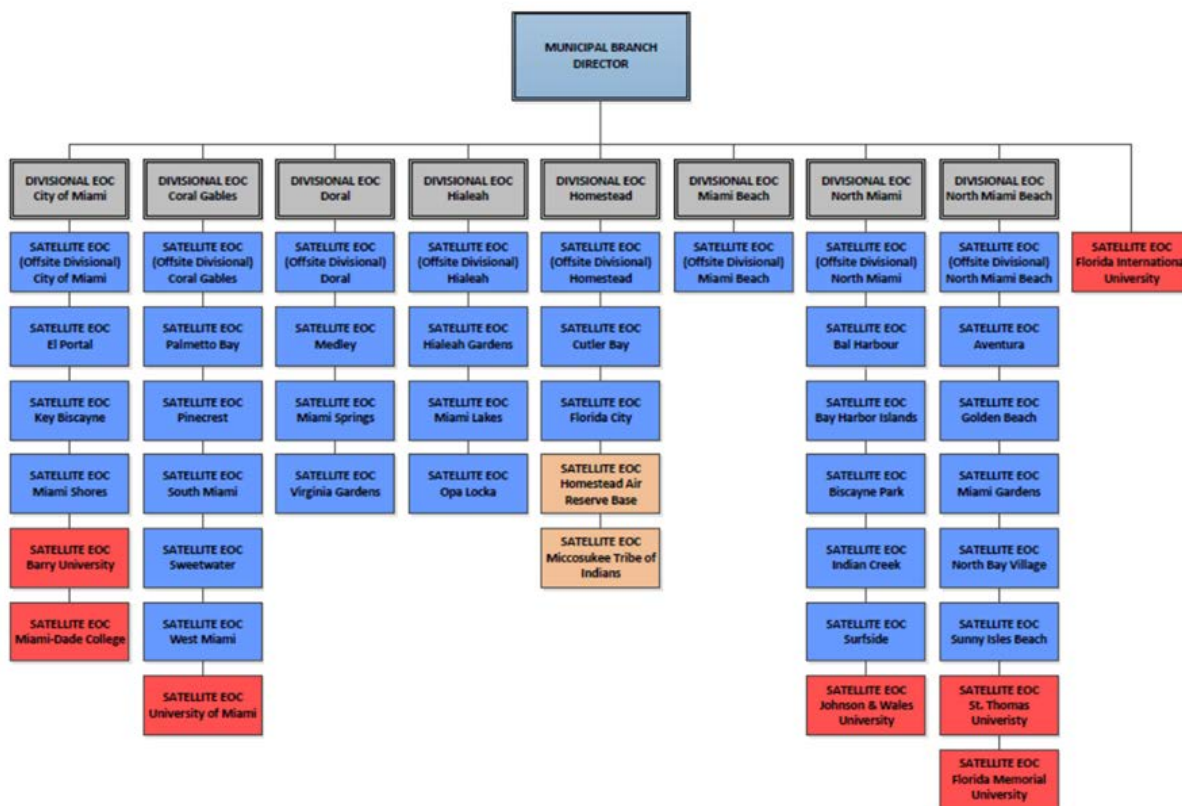
Administration/Finance Coordination Section: Responsible for the organization, management, and operation of activities related to the administrative and fiscal aspects of the event. These activities are administered within the guidelines, policies, and constraints, established by the Incident Commander and other agencies such as the city's finance department, and state and federal agencies (e.g., FEMA). Reporting on costs as they accrue enables EOC leadership to estimate needs accurately and request additional funds if needed.

The Doral City Administration and Doral Police Department will have representatives for Operations, Planning, Logistics and Finance sections. In addition to the EOC Management Staff PIO, the City Administration will provide Public Affairs personnel.

Subject to the type of incident, the EOC organization may include representatives from other government agencies, and volunteer and private sector representatives with significant

response roles. Mutual Aid assignments are responsible to liaison between the City of Doral and their respective agency/jurisdiction. The [Doral Divisional Roles and Responsibilities](#) position-based checklist will facilitate the performance of EOC personnel. A detailed explanation of each position is available on both electronic and printed formats.

When the City exhausts its resources, it may call upon the assistance of the Miami-Dade EOC through the Doral Divisional representative. WebEOC is the system utilized across Miami-Dade and Municipalities to communicate during the handling of an emergency.



EXAMPLE INCIDENT ACTION PLAN (PARTIAL FORM) AND COMMUNITY LIFELINES CONDITIONS

Doral Divisional EMERGENCY OPERATIONS CENTER INCIDENT ACTION PLAN # 5		DATE: Wed July 3, 2019
		TIME: 1400
		REPORTING PERIOD: 7/2/19 1500 7/3/19 0000
Incident / Event Name: Hurricane Smith		
EOC ACTIVATION LEVEL	NATIONAL TERRORISM ADVISORY SYSTEM	EMERGENCY CLASSIFICATION
LEVEL 1 - FULL	NO CURRENT ALERTS	N/A
SUMMARY OF CURRENT SITUATION AND ACTIONS		
<ol style="list-style-type: none"> 1. Miami-Dade County under Tropical Storm Warning and Storm Surge Warning. As of the 11:00 pm Advisory 17, Hurricane Smith remains a Category 4 storm with maximum sustained winds of 145 MPH. The center of the storm is approximately 188 miles SW of Miami-Dade County, moving N at 12 MPH. Forecasts project a downgrade to a Category 3 storm upon landfall. 2. The current forecast track has the Arrival of Tropical Storm Force Winds (ATSWF) most likely to arrive in Miami-Dade County on late Wednesday morning (7/3). 3. Doral Government Center and City Parks are closed (7/1). 5. Public Schools closed on Monday (7/1). 6. Mandatory evacuation order has been issued for Mobile Homes, zones A, B, & portions of C. 7. Statewide Toll suspension remains in place. 		
RECENT DEVELOPMENTS		
South Florida Water Management District activated flood control protocols		
OBJECTIVES		
<ol style="list-style-type: none"> 1. Complete pre-storm tasks (emergency protective actions). 2. Confirm through PIO and Public Affairs that correct public messaging concerning the City is being reported and is current, including the City website, Social Media platforms, and Doral Alerts. 3. Confirm and maintain secure communications between City field emergency units and the EOC, as well as between the EOC and surrounding response agencies and the Miami-Dade County EOC. 4. Monitor NWS Service information and participate in conference calls briefings. 5. Plan readiness & deployment of damage assessment and debris management post-storm tasks. 6. Obtain update from EOC County Doral representative on canal levels. 		
EXERCISE***EXERCISE***EXERCISE***		
Incident Map – Hurricane Forecast Track		MOST LIKELY ARRIVAL TIME OF TSWF
ATTACHMENTS: Miami-Dade County Mobile Home Map		
PREPARED BY NAME & POSITION: S. Gibson, EOC Planning Section Chief		APPROVED BY NAME & POSITION: Major J. Segura, EOC Director

SUMMARY OF CURRENT SITUATION AND ACTIONS (continued)

COMMUNITY LIFELINES CONDITIONS LEGEND	
	Stable
	Unstable, Solution in Progress
	Unstable, No Solution in Progress
	Unknown

	<ul style="list-style-type: none"> Nothing significant to report.
	<ul style="list-style-type: none"> Box stores and other essential business are experiencing shortages due to delays in distribution of imported goods.
	<ul style="list-style-type: none"> The Federal Government is offering one complimentary shipment of four (4) rapid antigen COVID-19 tests per residential address. Tests may be ordered by visiting https://www.covidtests.gov/. CDC now recommends that adolescents ages 12 to 17 years old should receive a booster shot 5 months after their initial Pfizer-BioNTech vaccination series (Attached). Two (2) sites are operating in Miami-Dade County providing Monoclonal Antibody Treatments for COVID-19 (Attached).
	<ul style="list-style-type: none"> Nothing significant to report.
	<ul style="list-style-type: none"> Nothing significant to report.
	<ul style="list-style-type: none"> DHS to require Non-U.S. individual travelers entering the United States at Border Stations and Ferry Terminals to be fully vaccinated against COVID-19. The CDC is amending the Global Testing Order to include all air travelers, regardless of citizenship or vaccination status, are required to show a negative COVID-19 viral test taken the day before departure to the United States. The CDC has expanded surveillance at Hartsfield-Jackson Atlanta International Airport, John F. Kennedy International Airport, Newark Liberty International Airport and San Francisco International Airport to screen for Omicron.
	<ul style="list-style-type: none"> Nothing significant to report.

Figure xviii: Example Incident Action Plan/Community Lifelines Conditions

4. EOC FUNCTIONS

An EOC provides a central location of authority and information, and allows for face-to-face coordination among personnel who must make emergency decisions. The level of EOC staffing will vary with the specific emergency situation. The following functions are performed in the City of Doral EOC:

- a. Managing and coordinating emergency operations.
- b. Receiving and disseminating warning information.
- c. Developing emergency policies and procedures.
- d. Collecting intelligence from, and disseminating information to, the various EOC representatives, and, as appropriate, to County, State agencies, military, and federal agencies.
- e. Preparing intelligence/information summaries, situational reports, operational reports, and other reports as required.
- f. Maintaining general and specific maps, information display boards, and other data pertaining to emergency operations.
- g. Continuing analysis and evaluation of all data pertaining to emergency operations.
- h. Directing, controlling and coordinating, within established policy, the operational and logistical support of area resources committed to the emergency.
- i. Maintaining contact and coordination with support from the County's EOC, other local governments EOCs, and the State.
- j. Providing emergency information and instructions to the public, making official releases to the news media and the scheduling of press conferences as necessary.

3.4.1 RESPONSIBILITIES AS DIVISIONAL EOC

As stated in the Miami-Dade County Municipal Branch Guide, the responsibilities of the Doral EOC as a Divisional EOC are as follows:

- a. Provide liaison for the EOC Municipal Branch.
- b. Serve as support agencies for Emergency Support Function (ESF) 2 (Communications), ESF 3 (Public Works & Engineering), ESF 9 (Search & Rescue), ESF 14 (Public Information) and ESF 16 (Law Enforcement), as applicable and depending on incident location.
- c. Provide timely situation reports, via WebEOC, to the EOC Municipal Branch Director regarding response activities and essential elements of information from the Divisional EOC and Satellite EOCs under their purview.
- d. Monitor and coordinate the response and recovery activities of the assigned Satellite EOCs, through the Divisional EOC chain of command.
- e. Provide the Satellite EOCs with appropriate updates.
- f. Ensure supplies needed, including communication equipment, agency policy and procedures and contact lists.
- g. Prioritize and find solutions to the problems by identifying and locating resources.
- h. Network and collaborate with other agencies at the local, state and federal levels.
- i. Represent the needs and concerns of the Satellite EOCs under purview.
- j. Anticipate upcoming needs and potential situations.
- k. Be familiar with WebEOC and the operational procedures of the EOC Municipal Branch.
- l. Update the EOC Municipal Status Board, via WebEOC, as deemed appropriate.

5. EOC 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. Following are examples of activation:

- a. A hurricane warning with the potential of causing damage in the area or neighboring jurisdictions.
- b. An impending or declared "terrorist attack."

- c. An emergency situation that has occurred or might occur of such a magnitude that it will require a large commitment of resources from two or more City Departments over an extended period of time. Examples include an active shooter incident, major hazardous material incident, civil disturbance, significant flooding, aircraft disaster, fire or severe weather conditions.

The following individuals are authorized to activate the Doral Divisional EOC:

- a. Governor of the State of Florida through the City Manager or designee
- b. City Manager or designee
- c. Police Chief or designee
- d. Emergency Manager

3.5.1 EOC Activation Levels

Activation of City of Doral Divisional EOC means that at least one City official implements NIMS as appropriate to the scope of the emergency and the City's role in response to the emergency. The Doral EOC is activated when routine use of resources needs support and/or augmentation.

The EOC operates at one of three levels of readiness in order to carry out its mission. These levels are patterned to closely match the Miami-Dade County and the Florida Division of Emergency Management (FDEM) EOC activation levels to maintain consistent definitions (See Figure xix). Doral relies on Miami-Dade's Office of Emergency Management (MD-OEM) to constantly monitor the County for threats, unusual events, or situations. Level Zero is always carried out by MD-OEM.

County Duty Officer: A MD-OEM Duty Officer is on-call 24 hours a day, 7 days a week, at (305) 468-5800 and is advised of any such events by the Miami-Dade Alarm Office, 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 through media reports, weather advisories, etc. It is important to note that since the MD-OEM is constantly monitoring the progression of events, the County's EOC is always considered activated. The expected or actual severity of the incident is paramount in determining the level of activation.

When the emergency is within the City of Doral, the City Manager or designee has the responsibility for determining the City's EOC level of activation. The activated EOC may be partially or fully staffed to meet the demands of the situation. As the County, the City maintains three EOC staffing levels that can be applied to various situations. Not all emergencies require a full-scale system and may only require the operations, planning, logistics and finance/administration posts to be staffed.

Activation criteria are as follows:

Level Three/Monitoring & Assessment:

Monitoring & Assessment Level III is typically a monitoring and assessment phase where a specific threat, unusual event, or situation, is actively monitored. A Level III activation is an internal process for the Doral 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/Police 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 City to significantly alter its day-to-day operations or management structure. Upon notification of the existence of a threat, unusual event, or situation, the Doral OEM evaluates the situation, and, if conditions warrant, notifies the City Manager through the chain of command. 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 Emergency Manager 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 Police staff may become involved but the Emergency Manager will remain the primary point of contact for the Doral OEM.

Level Two/Partial:

Partial Level II activation is typically limited agency activation. City staff with a role in the incident response are activated and required to report to the EOC. 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 City disseminates information to, and begins to coordinate preparation and response actions with external agencies, County Municipal Branch Representatives, and departments tasked in emergency response. The incident command system (ICS) is implemented and the five (5) sections are activated. The EOC Management Staff develops and implements an Incident Action Plan (IAP). The Incident Action Plan is the work plan for everyone managing the emergency. The EOC personnel are briefed on the IAP and pertinent items are posted on the WebEOC status boards. In most cases, if the County's EOC is also activated, the Mission Tracking & Message Control Center, Geographic Information Systems (GIS) services, and the Public Information (ESF 14) are also 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. Assigned City and Police staff are activated and required to report to the EOC. A Doral PD representative is also assigned to the Miami-Dade County's EOC and will need to follow their EOC guidelines for activation. 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 Miami-Dade County, the State of Florida Division of Emergency Management (FDEM) and/or the Federal Emergency Management Agency (FEMA), is notified and available to assist should the response escalate and exceed local capability.

Shift Schedules:

During a Level 1 Activation, there will be two 12-hour shifts. The Alpha shift will be from 0600-1830 hours and the Bravo shift will be from 1800-0630 hours. During a Level 2 Activation, there will be one 12-hour shift. The EOC hours of operation may be adjusted as necessary by the EOC Director, and shift schedules will be adjusted to reflect any changes. If both shifts are activated, each shift shall stay until the shift change brief is completed.

All City Departments are essential during a Level 1 Activation, which will require each Department to provide alpha/bravo coverage. However, personnel shifts may be modified according to the incident.

The Shift Briefing prior to the change of personnel at the EOC should cover operations conducted during the previous shift, current conditions, and projections/requirements for the next shift. During an event in which there was advance notice of the activation of the EOC, the Planning Section may be required to report to the EOC in advance of the actual time of activation to begin conducting information gathering and situational awareness activities. The Planning Section Chief will make the determination as to the time staff should report to the EOC.

EOC Activation Guide				
Level	Conditions	EOC Duties	Activation	Actions
0	(Carried out by County's MDEM) 1. No potential severe weather 2. No increasing international tension 3. No increasing national or local tension 4. No increasing probability	(Carried out by County's MDEM) 1. Monitor world, national, regional, and local news and monitor regional weather forecasts and space forecasts.	None. Minimal staff in normal operations	No actions.
3	1. Possibility of local unrest 2. Severe weather watch is issued 3. Situational conditions warrant 4. Small incidents involving one facility 5. Hurricane Watch	1. Continuous monitoring of event 2. Check & update all resource lists 3. Distribute status and analysis to EOC personnel 4. Receive briefing from field personnel as	Only basic support staff or as determined by Emergency Manager	EOC Section Chiefs review Plan and Guidelines and check readiness of staff and resources.
2	1. Small scale civil unrest 2. Situational conditions warrant 3. Severe weather warning issued 4. Moderate flooding 5. Fire affecting specific areas 6. Incidents involving 2 or more facilities 7. Hazardous materials incident requiring	1. Continuous monitoring of event 2. Initiate EOC start-up checklist 3. Facilitate field personnel 4. Provide status updates to EOC personnel	Staffed as situation warrants and liaison to other agencies Primary EOC personnel will be available and check-in regularly	Briefings to City Executive staff EOC begins full operation
1	1. International crisis deteriorated to the point that widespread disorder is probable 2. Civil disorder with relatively large scale localized violence 3. Hazardous conditions that affect a significant portion of the City 4. Severe weather imminent: Hurricane/Tropical Storm/Tornado 5. Verified and present threat to critical facilities 6. Situational conditions warrant 7. Major emergency in the Area or Region 8. Incidents occurring	Brief arriving staff on current situation Facilitate EOC staff	1. As determined by Emergency Manager 2. EOC essential and necessary staff 3. Key department heads 4. Required support staff	As situation warrants

Figure xix: Emergency Operations Center (EOC) Activation Guide

3.5.2 EOC Arrival and Check-in:

- All personnel assigned to EOC functions shall arrive at the Doral Police Headquarters, park on the north side parking lot, and enter the building through the north side entrance.
- Once inside the building, the EOC reception area is located immediately to the right.
- Sign-in the Security Credential Log and show a Government issued I.D. (i.e., Florida Driver's License).
- Each person will sit in a designated area according to the function they will perform by following the pre-established EOC room layout (See Figure xx).
- According to specific role and responsibilities, personnel will follow the checklist found on a hard copy binder or on the computer screen on each station.
- All FEMA forms can also be found in the EOC\$ or T: Drive.

PRIMARY EOC DIAGRAM

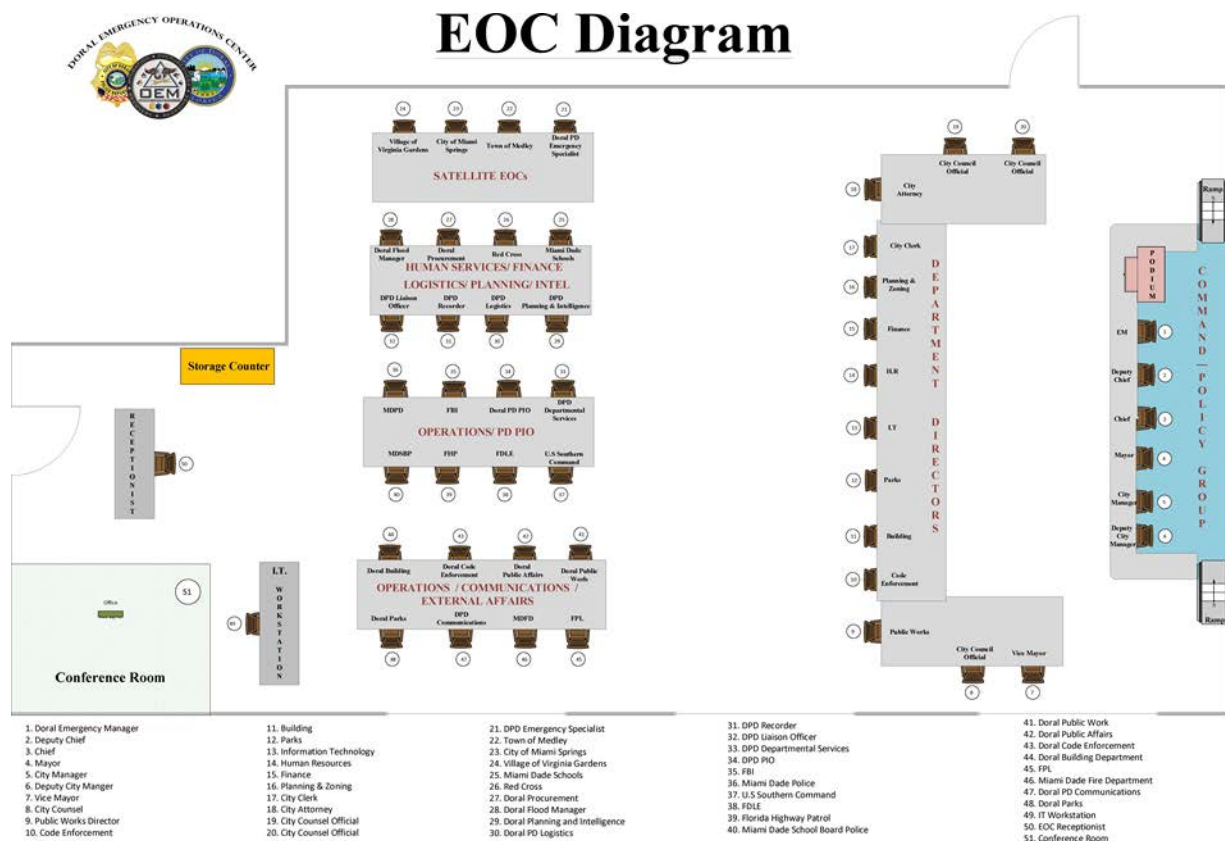


Figure xx: Emergency Operations Center Layout

6. COMMUNICATIONS



Miami-Dade County Police and Fire Dispatch radio frequencies have transmitting and receiving capabilities that are compatible with all local and municipal police and fire frequencies (Miami-Dade CEMP). During activation, EOC computers, network and wireless capability is the responsibility of the Logistics Section Chief working with the City's IT. Miami-Dade Police Communications Bureau is responsible for all radio communications systems.

The EOC has redundant communication systems including analog telephone lines, direct radio communication with Miami-Dade County Police and Fire Rescue Departments, and a fax machine if WebEOC is unavailable.

7. DEACTIVATION

The EOC Director deactivates EOC staff as circumstances allow, and the EOC returns to its normal operations/steady state condition. Deactivation typically occurs when the incident no longer needs the support and coordination functions provided by the EOC staff or those functions can be managed by individual organizations or by steady-state coordination mechanisms.

The EOC deactivation may occur in phase depending on mission needs. EOC staff complete resource demobilization and transfer any ongoing incident support/recovery activities before deactivating. EOC planners normally include after-action review and improvement planning as part of the deactivation planning process.

8. EOC POSITIONS TRAINING AND EXERCISE

All personnel assigned to a position inside the EOC must receive accreditation in IS-100, IS-700 and IS-200. In addition to the basic courses, Operations, Planning, Logistics, and Finance Section Chiefs and other roles shall receive training for those specific positions.

EOC Doral Divisional Representatives inside Miami-Dade County must attend the annual State Hurricane Exercise conducted at Miami-Dade EOC.

Doral Divisional personnel also need to be trained annually on WebEOC and ARM360. This training will be conducted at the Miami-Dade EOC or at the Doral Divisional EOC depending on schedule needs, and will be coordinated through the Doral OEM.

It is also highly recommended to follow the [NIMS Training Program](#) provided by DHS/FEMA.

EOC Maintenance

The Office of Emergency Management (OEM), in conjunction with Police I.T. personnel, ensures that all computer and audiovisual equipment inside the EOC is working properly. This is accomplished through a monthly inspection.

EOC COORDINATION WITH VOLUNTEERS AND PRIVATE AGENCIES

The City of Doral EOC will also be a focal point for coordination of response activities with many non-governmental agencies. The City's EOC should establish communication with private and volunteer agencies providing services with the City.

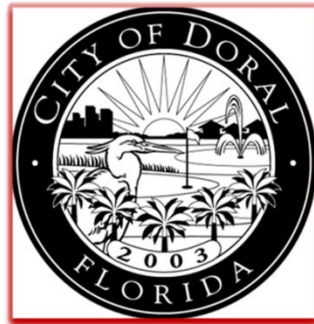
Agencies that play key roles in the response should have representatives at the Divisional EOC. If an agency supports several functions and has only one representative at the EOC, the agency representative should be located at the liaison area. If an agency is supporting one function only, its representative may be located with that functional element. Some agencies may have several personnel participating in functional elements in the EOC. For example, American Red Cross personnel may be part of the staffing for the Care and Shelter element of the EOC. Agencies that have countywide or statewide response roles during large scale events to numerous city EOC's should be represented at the highest central operational area level.

Cities served by a large number of private and volunteer agencies may not be able to accommodate representatives in the EOC from all agencies that have important response roles. Cities should develop alternate means of communicating with these agencies when liaison representation is not practical.

Coordination with volunteer, faith-based organizations and private agencies that do not have representatives at the EOC may be accomplished through telecommunications, liaison with community councils that represent several agencies or involvement of agencies in special multi-agency groups on specific issues.

Section IV: Recovery

Operations



INTRODUCTION

In the aftermath of a disaster, many residents and business owners will have specific needs that must be met before they can return to their normal activities. The City of Doral will be involved, as allowed, in recovery operations keeping in mind that recovery is best achieved when done collectively as stated in the [Pre-Disaster Recovery Planning Guide for Local Governments](#). Typically, there will be a need for the following services:

- ✓ assessment of the extent and severity of damages to homes and other property;
- ✓ restoration of services generally available in communities - water, food, and medical assistance;
- ✓ repair of damaged homes and property; and
- ✓ professional counseling when the sudden changes resulting from the emergency have resulted in mental anguish and inability to cope.

The City will help individuals and families recover by ensuring that these services are available by working together with the public and private sectors, i.e., the County, the State, Florida Power and Light (FPL), American Red Cross, and local home improvement stores among others, and by seeking additional resources if the community needs them. The Recovery process will typically include the following steps:

- ✓ assess the damage
- ✓ identify the needs
- ✓ identify recovery strategies
- ✓ identify recovery projects/activities
- ✓ prioritize recovery projects/activities
- ✓ identify recovery resources
- ✓ implement and track recovery activities/projects

STAGES OF RECOVERY

Recovery typically occurs in three stages:

- ✓ Stage I - Planning and Mitigation
- ✓ Stage II - Initial Recovery
- ✓ Stage III - Long-term Recovery

Planning and Mitigation begins with the Local Mitigation Strategy (Annex A), the development of a local recovery plan, training and exercising, and maintenance and upgrades to the comprehensive emergency management plan.

Initial recovery operations will begin during the response phase of the emergency. The major objectives of initial recovery operations include rapid damage assessment, rapid debris removal and clean-up, and orderly and coordinated restoration of essential services (electricity, water, and sanitary systems). Initial recovery operations will include all the agencies participating in the City's disaster response including those areas of which the County is

responsible, i.e., water-sewer, health services, etc.

The major objectives of long-term recovery operations include:

- ✓ restoration and repair of damaged infrastructures;
- ✓ improved land use planning;
- ✓ re-establishing the local economy as close to pre-disaster levels as possible;
- ✓ recovery of disaster response costs; and
- ✓ the effective integration of mitigation strategies into recovery planning and operations.

The City of Doral will handle long-term recovery activities in coordination with all participating local, state and federal levels of governments and agencies. Structures that present public safety threats will be demolished and abated during initial recovery operations.

The most important role of the local government during recovery is to encourage community organizations to work together and involve all community groups in recovery plans and programs by forming a Recovery Task Force (RTF) that represents the whole community.

INITIAL RECOVERY

The goal of initial recovery is to restore local government services to at least minimal capacity. Short-term recovery includes:

- ✓ utility restoration (FPL);
- ✓ care and shelter (American Red Cross);
- ✓ medical services; (State and County Health Services);
- ✓ re-establishment of Doral government operations;
- ✓ transportation route restoration; (in conjunction with the County);
- ✓ debris removal and clean-up operations;
- ✓ preservation of sensitive environmental areas; and
- ✓ abatement and demolition of hazardous structures.

The City of Doral will coordinate with utility companies (FPL, Cable and Internet providers, Cell service, etc.) on all efforts to restore utility systems and services during recovery operations. Medical services provided by the State, County and private sector will continue in temporary facilities, as necessary. The office of the Florida Department of Health (FDOH) in Miami-Dade County will be requested to coordinate and conduct Critical Stress Debriefings for emergency response personnel and victims of the disaster/event with the help of the American Red Cross.

LONG – TERM RECOVERY

The goal of long-term recovery is to restore facilities as close to pre-disaster condition as possible and improve the community as a whole. Long-term recovery includes:

- ✓ hazard mitigation activities;
- ✓ restoration and reconstruction of public facilities;
- ✓ disaster response cost recovery; and
- ✓ establishment of disaster assistance centers.

For federally-declared disasters, tele-registration centers may be established by the Federal Emergency Management Agency (FEMA) to assist disaster victims and businesses applying for individual assistance grants and Small Business Administration (SBA) loans.

The City will be responsible for its own approach to mitigation which could include zoning variances, building code changes, plan reviews, flood safety elements, and other land use planning techniques designed to eliminate emergencies or reduce their impact (F.S. 252.35). With public safety a primary concern, rapid recovery may require adjustments to policies and procedures to streamline the recovery process.

Hazard mitigation actions will need to be coordinated and employed in all activities by the City in order to ensure a maximum reduction of vulnerability to future disasters. The City will strive to restore essential facilities to their pre-disaster condition by retrofitting, repairing or reconstructing them during long-term recovery operations.

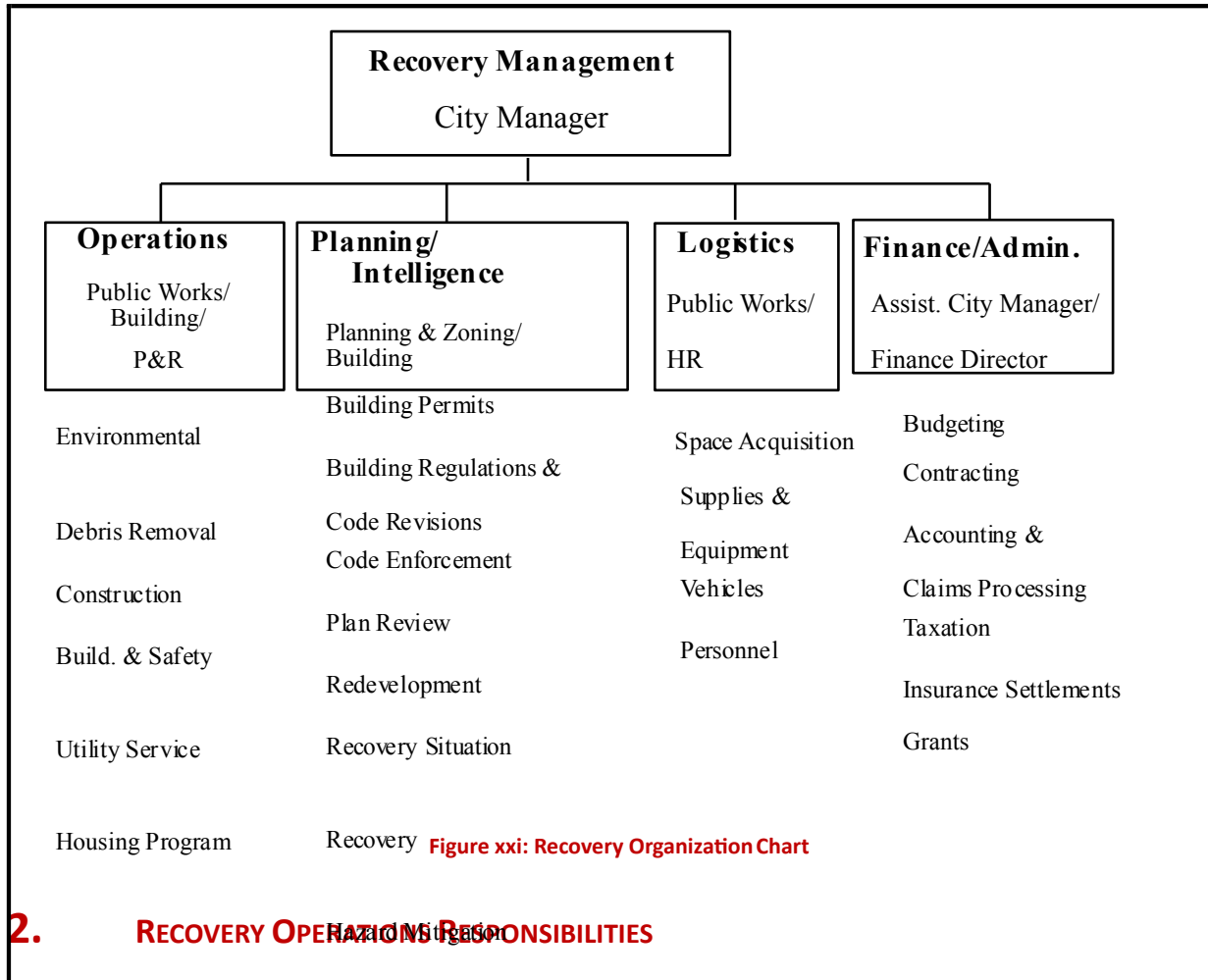
Recovery programs will also be sought for individual citizens and private businesses. The City will play a vital role in the rebuilding of commercial areas of Doral, along with private property owners and their insurance carriers.



1. RECOVERY OPERATIONS ORGANIZATION

For the City of Doral, recovery operations will be managed and directed by the City Manager. On a regularly scheduled basis, the City Manager will convene meetings with department directors, key individuals, and representatives from affected communities. These meetings will be held to collectively make policy decisions and to gather and disseminate information regarding completed and ongoing recovery operations.

The Office of Emergency Management will assist the City Manager in facilitating and leading the recovery process. Doral City Departments will also be represented and responsible for certain functions throughout the recovery process. A recovery operations organizational chart is depicted below.



2. RECOVERY OPERATIONS RESPONSIBILITIES

The City has specific responsibilities in recovering from a disaster. The functional responsibility chart, listed below, depicts the functional responsibilities assigned to each of the departments and/or key personnel, and special districts.

Function	Departments / Agencies
Political process management; interdepartmental coordination; policy development; decision making; and public information.	City Manager's Office
Land use and zoning variance; use permits and controls for new development; zoning and development code enforcement; historic resource preservation.	City Planning and Zoning Department

Enforcement of building codes; building permits; damage and safety assessments; revision of building regulations and codes; plan review; and building and safety inspections.	City Building Department
Restoration of medical facilities and associated services; continue to provide mental health services; and perform environmental reviews.	Florida Department of Health (FDOH)
Debris removal; demolition; construction; management of and liaison with construction contractors; restoration of utility services.	Public Works Department
Housing programs; assistance programs for the needy; oversight of care facility property management; low income and special housing needs.	County Social Services Dept. Assistant City Manager's Office
Public finance; budgeting; contracting; accounting and claims processing; taxation; insurance settlements; grants.	City Finance Department
Redevelopment of existing areas; planning of new redevelopment projects; and financing new projects.	City Planning and Zoning Department
Applications for disaster financial assistance; liaison with assistance providers; onsite recovery support; disaster financial assistance project management.	County/State Assistant City Manager's Office/Economic Development
Advise on emergency authorities, actions, and associated liabilities; preparation of legal opinions; preparation of new ordinances and resolutions.	City Attorney
Government operations and communications; space acquisition; supplies and equipment; vehicles; personnel; and related support.	City Manager's Office City Public Works Department Human Resources

Figure xxii: Recovery Operations Responsibilities

3. RECOVERY DAMAGE / SAFETY ASSESSMENT

Under the Doral Emergency Operations Center's Operating Procedures (EOP), an Initial Damage Assessment is conducted during the emergency response phase to support a request for gubernatorial proclamation and for the State to request a presidential declaration.

This is followed by a detailed assessment of damage during the recovery phase by the City of Doral. This detailed assessment provides the basis for determining the type and amount of state and/or federal financial assistance available for recovery.

In coordination with the County, the City's Building, Public Works and Code Enforcement Departments will complete the detailed damage/safety assessments. The use of ARM360 software provided by the County's OEM is highly recommended.

4. DOCUMENTATION

Documentation is the key to recovering emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs.

STATE REQUIREMENTS

Documentation is required for damage sustained to public buildings, levees, flood control works, irrigation works, county roads, city streets, bridges, and other public works.

FEDERAL REQUIREMENTS

Under federal disaster assistance programs, documentation must be obtained regarding damage sustained to:

- ✓ roads;
- ✓ water control facilities;
- ✓ public buildings and related equipment;
- ✓ public utilities;
- ✓ facilities under construction;
- ✓ recreational and park facilities;
- ✓ educational institutions; and
- ✓ certain private non-profit facilities.

DEBRIS REMOVAL

Debris removal and emergency response costs incurred by the affected entities should also be documented by the City for assistance purposes under the federal programs. As encouraged by FEMA, the City of Doral has an Emergency Debris Management Plan with established, written procedures and guidance for managing debris in an expeditious, efficient and environmental sound manner (FEMA, PA Guidelines, 2020).

The documented information should include the location and extent of damage, and estimates of costs for debris removal, emergency work, and repairing or replacing damaged facilities to pre-disaster condition.

BUILDING CODES

The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be included under federal mitigation programs.

Documentation is key to recovering expenditures related to emergency response and recovery operations. Documentation must begin at the field response level and continue throughout the

operation of the Emergency Operations Center as the disaster unfolds.

5. AFTER-ACTION REPORTING

NIMS guidelines require any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency to complete and transmit an after-action report to the State within (90) days of the close of the incident period.

The after-action report will provide, at a minimum, response actions taken, application of NIMS, suggested modifications to NIMS, necessary modifications to plans and procedures, identified training needs, and recovery activities to date.

The after-action report will serve as a source for documenting the City's emergency response activities, identifying areas of concern and successes. It will also be utilized to develop and describe a work plan for implementing improvements.

An after-action report will be a composite document for all response levels, providing a broad perspective of the incident, referencing more detailed documents, and addressing all areas specified in regulations. It will include an overview of the incident, including enclosures, and addressing specific areas if necessary.

It will be coordinated with, but not encompass, hazard mitigation. Hazard mitigation efforts may be included in the "recovery actions to date" portion of the after-action report.

The Doral City Manager will be responsible for the completion and distribution of the Doral after-action report. The after-action report's primary audience will be City management and employees. As public documents, they are accessible to anyone who requests a copy and may be made available through the City's website.

The after-action reports will be written in simple language, well-structured, brief and well-presented, and geared to multiple audiences.

6. DISASTER ASSISTANCE PROGRAMS



INTRODUCTION

When requesting disaster assistance, some key areas of concern must be adequately addressed. These areas include the needs of distinct groups, disaster assistance available at each level of declaration, and the level of detail required on each request for disaster assistance.

The disaster assistance programs have been developed for the needs of four distinct groups:

- ✓ individuals;
- ✓ businesses (including agriculture interests);
- ✓ governments; and
- ✓ non-profit organizations.

INDIVIDUALS

Individuals may receive loans or grants for such things as real and personal property, dental, funeral, medical, transportation, unemployment, sheltering, and rental assistance, depending on the extent of damage.

BUSINESS

Loans for many types of businesses are often made available through the United States Small Business Administration (SBA), assisting with physical and economic losses as a result of a disaster or an emergency.

Types of Disaster Loans & Loan Limits

Types of Loans	Borrowers	Purpose	Max Amount
Business Loans "Physical"	Businesses and private nonprofits	Repair or replace real estate, equipment, furniture, etc.	\$2 million *
Economic Injury Loans	Small businesses & private nonprofits	Economic injury disaster loans or working capital loans	\$2 million *
Home Loans	Homeowners	Repair or replace real property	\$200,000
Home Loans	Homeowners & Renters	Repair or replace personal property	\$40,000
Mitigation	Businesses, private nonprofits and homeowners.	Mitigate / prevent future loss to real property	20% of verified physical damage. Homeowners limited to \$200,000.

*The maximum business loan is \$2 million, unless the business qualifies as a Major Source of Employment (MSE).



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AGRICULTURE

Programs exist for agricultural or other rural interests through the United States Department of Agriculture, including assistance for physical and production losses, repair, and reconstruction.

GOVERNMENT

Funds and grants are available to government and non-profit organizations to mitigate the risk of future damage.

4.7 TYPE OF EMERGENCY DECLARATION

A state grant program is available to local governments to respond and recover from disasters. Federal grant programs are available to assist governments and certain non-profit organizations in responding to and recovering from disasters. At each level of emergency declaration, various disaster assistance programs become available to individuals, businesses, governments, and non-profit organizations.

Businesses and individuals may be eligible for local government tax relief, low-interest loans from the United States Small Business Administration (SBA), and relief programs under the United States Department of Agriculture.

STATE OF EMERGENCY PROCLAMATION

Under a State of Emergency Proclamation by the Governor, the City, individuals, and businesses may be eligible, in addition to the assistance available under a local emergency declaration, for services from the following agencies (F.S. 252.62; 252.36)

- ✓ Office of Financial Regulation of the Financial Services Commission;
- ✓ Commission of Insurance Regulations;
- ✓ Social Services;
- ✓ Department of Health
- ✓ Department of Motor Vehicles;
- ✓ Department of Economic Opportunity
- ✓ Department of Children and Families; and
- ✓ Department of Veterans Affairs.

PRESIDENTIAL DECLARATION

A Stafford Act declaration triggers FEMA's broad statutory authorities to provide assistance. Depending on the programs authorized, this may include assistance to individuals and households, assistance to government and eligible private non-profits, and assistance for mitigation against future hazards.

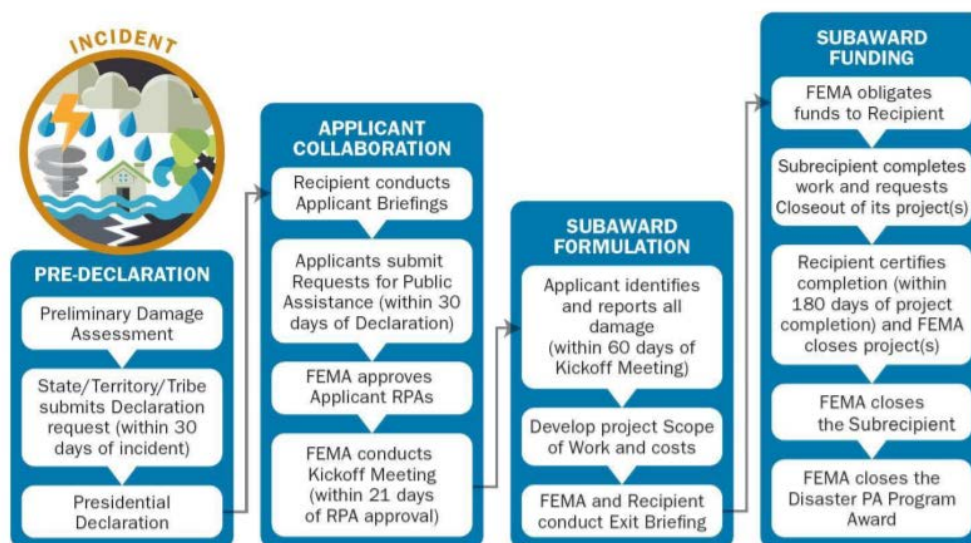
Under a Presidential Declaration, the City, individuals, and businesses may be eligible for the following disaster assistance programs and services:

- ✓ Crisis Counseling Program;
- ✓ Disaster Unemployment;
- ✓ Temporary Housing Program;
- ✓ Individual and Family Grant Program;
- ✓ Internal Revenue Service Tax Relief;
- ✓ Public Assistance;
- ✓ Hazard Mitigation;
- ✓ Cora Brown Fund;
- ✓ Veteran's Affairs Assistance; and
- ✓ Federal Financial Institutions.

Familiarity with FEMA Recovery Programs is essential in understanding the reasoning behind the information that is collected and used to evaluate requests for federal disaster assistance. The descriptions of the programs in the following section are intended to help develop this understanding.

4.8 FEMA Public Assistance (PA) Program

The FEMA Public Assistance (PA) Grant Program provides assistance to State, Territorial, Indian Tribal, and local governments, and certain types of Private Nonprofit (PNP) organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President. Through the PA Program, FEMA provides supplemental federal disaster grant assistance for debris removal, emergency protective measures, and the restoration of disaster-damaged, publicly owned facilities and the facilities of certain PNP organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures. In January 2016, FEMA compiled all Public Assistance policy into a single volume. In 2017, it published a Second Edition for incidents declared on or after April 1, 2017. On January 2018, it published a Third Edition.¹ for incidents declared on or after August 23, 2017 [The Public Assistance Program and Policy Guide \(June 2020\)](#). The guide explains PA Program eligibility determination of applicants, facilities, work, and cost.



PA Program Implementation Process

PUBLIC ASSISTANCE CATEGORIES OF WORK

The following categories determine what public assistance applicants can recover from disasters. Documentation of the categories is critical.

✓ Emergency Work:

- CATEGORY A: Debris Removal - the clearance, removal, and/or disposal of items such as trees, woody debris, sand, mud, silt, gravel, building components, wreckage, vehicles, and other disaster-related material deposited on public property.



- CATEGORY B: Emergency Protective Measures - actions taken before, during, and after a disaster to save lives, protect public health and safety, and prevent damage to improved public and private property. Emergency communications, emergency access and emergency public transportation costs may also be eligible.

✓ Permanent Work:

- CATEGORY C: Roads and Bridges - repair and replacement assistance for roads (paved, gravel, and dirt), bridges, and associated functional elements damaged as a result of the disaster that does not receive Federal-Aid road funding.
- CATEGORY D: Water Control Facilities - dams and reservoirs, levees, lined and unlined engineered drainage channels, shore protective devices, irrigation facilities, and pumping facilities.
- CATEGORY E: Buildings and Equipment - repair, rebuilding, replacement, and restoration assistance for publically owned buildings and equipment to include functional, structural, and mechanical elements; removal of mud, silt, or other accumulated debris; contents to include pre-disaster quantities of consumable supplies, inventory, library books and publications; and equipment damaged as a result of the declared incident and not otherwise covered by current or required insurance.
- CATEGORY F: Utilities - repair and replacement assistance for public or private non-profit owned water treatment plants and delivery systems; power generation and distribution facilities, including generators, substations, and power lines; sewage collection systems and treatment plants; and telecommunication components. *While FEMA will fund the restoration of damaged facilities, FEMA does not provide funds for increased operating expenses resulting from a disaster.*

- CATEGORY G: Parks, Recreation Facilities and Other Items - repair, replacement, and restoration of publicly-owned park and recreation facilities to include playground equipment, swimming pools, bath houses, tennis courts, boat docks, piers, picnic tables, golf courses, cemeteries, and beaches, and any work or facility that cannot be adequately characterized in Categories A-F.

PUBLIC ASSISTANCE PROGRAM RESPONSIBILITIES

The City of Doral has the responsibility for the completion and submission of the required documents for both state and federal public assistance programs for its jurisdiction. Before applying for any FEMA recovery funds, the City first seeks recovery/assistance funds from all insured facilities through its contracted insurance company. The one exception is debris removal from public right-of-ways and public property. The city may recuperate those costs through FEMA's public assistance under CATEGORY A as indicated above. The same applies to other non-insured items such as labor over time, street signage, use of equipment, etc. A complete list of eligible equipment can be found at [FEMA's schedule of equipment rates](#) website. The City has contracted out the functions of debris removal and documentation management with an outside company through a cooperative purchasing agreement with Broward County.

The City Manager or his/her designee will complete the necessary public assistance program application and supporting materials in conjunction with the County and State representatives. Additionally, the City Manager or his/her designee will be the primary contact for State and Federal field representatives.

HAZARD MITIGATION GRANT PROGRAM (HMGP) RESPONSIBILITIES

Mitigation projects utilizing HMGP funding are prioritized at the local level through the Miami-Dade County Local Mitigation Strategy Working Group, and may include activities such as wind retrofits, home acquisition, relocation or demolition, local drainage projects and some planning grants (SERT, 2014). Special initiatives may be directed by the Governor under this program also. Within declared areas, the City of Doral, with assistance from the County Office of Emergency Management, is responsible for identifying projects that will substantially reduce the risk of future damage, hardship, loss, or suffering from a disaster. The City must ensure that each identified project is cost effective and meets basic project eligibility. These agencies will be the primary contact and coordinator for each funded project until completion.

4.9 FEMA Individual Assistance (IA) Programs

FEMA's Individual Assistance (IA) programs include the Individuals and Households Program (IHP) and additional grants provided through State/tribal governments and other Non- Governmental Organization (NGO) and voluntary agencies. IHP provides financial assistance or direct services in the form of Housing Assistance (HA) and Other Needs Assistance (ONA) to people who have various disaster related expenses and serious needs that are not met through insurance or other means.

Housing Assistance

The Housing Assistance component makes financial assistance available to eligible homeowners to repair or replace their disaster-damaged home. Renters and homeowners may also receive assistance to temporarily rent a different place to live while their primary residence is being repaired. When sufficient rental resources are not available FEMA may provide direct temporary housing and/or reimbursement for short term lodging expenses.

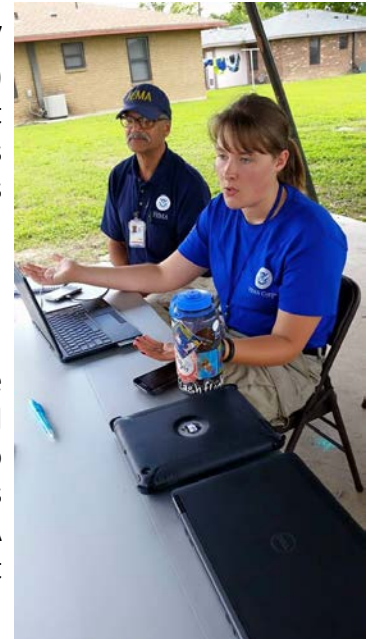
Other Needs Assistance

The Other Needs Assistance component makes financial assistance available to eligible homeowners and renters to address necessary expenses and serious needs caused by the disaster to include disaster-related medical, dental, funeral expenses; assistance with increased or new childcare costs; disaster-related damage to a primary vehicle; moving and storage expenses related to the disaster; damaged personal property such as clothing and household items; tools required for employment; necessary educational materials; and other necessary expenses or serious needs as determined by the State or Tribe and FEMA. Limitations taken into account include insurance coverage, eligible Small Business Administration (SBA) assistance etc.

Additional Service Grants

Crisis Counseling Program

Grant to provide mental health assistance and training activities. These include community-based outreach and educational services, technical assistance, consultation, and training for State or Tribe and local mental health personnel, as well as grant 240 administration and program oversight.



Disaster Unemployment Assistance

Unemployment benefits and re-employment services to individuals who have become unemployed because of major disasters and are not covered by other unemployment compensation programs. These include self-employed individuals, farmers, migrant and seasonal workers, and those who have insufficient quarters to qualify for other unemployment compensation.

Disaster Legal Services

Free legal assistance to low-income disaster survivors who are unable to secure adequate legal services to meet their needs as a consequence of a major disaster, including assistance with insurance claims, counseling on landlord/tenant problems, assistance in consumer protection matters, and replacement of wills and other important legal documents destroyed in the disaster. Legal advice is limited to cases that will not produce a fee. Cases that may require a fee or services outside of the scope of this program are turned over to the local lawyer referral service.

Disaster Case Management

Grant to increase the availability of case management assistance following a disaster through partner integration, provider capacity building, and State or Tribe level program development. Disaster Case Management is a supplemental program that promotes:

- ✓ effective delivery of post-disaster case management services
- ✓ partner integration
- ✓ provider capacity building
- ✓ local level program development

The program provides funding and technical assistance, when requested and approved, to ensure holistic services to disaster survivors.

INDIVIDUAL ASSISTANCE PROGRAM RESPONSIBILITIES

Individuals are expected, whenever possible, to provide for themselves and direct their own personal recovery through their insurance coverage. However, many individuals will expect the City to deliver assistance to them well after the disaster.

The City will assist the individuals by providing them with the Federal Emergency Management Agency's (FEMA) hotline number that will be set at the time for individual assistance, website information, etc.

A sequence of delivery guide has been developed by FEMA to assist individuals and local

governments in determining the flow of individual assistance. *The City of Doral's objective is to provide the community with all the necessary information to help themselves recover from the disaster.* An example of a sequence of delivery could be as follows:

- ✓ individual actions for assistance (family, friends, volunteer organizations, churches, etc.);
- ✓ recovery/assistance from private insurance carrier;
- ✓ FEMA disaster housing assistance;
- ✓ United States Small Business Administration assistance;
- ✓ Individual and Family Grant Program assistance; and
- ✓ Cora Brown Fund Assistance.

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Section V: References



ACRONYMS AND ABBREVIATIONS

AAR	After-Action Report
AC	Area Command
ACS	Auxiliary Communications Service
ACOE	US Army Corp of Engineers
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
BFE	Base Flood Elevation
CAP	Civil Air Patrol
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CCP	Citizen Corps Program or Casualty Collection Points
CDC	Centers for Disease Control, U.S. Public Health Service
CEM	Certified Emergency Manager or Comprehensive Emergency Management
CEO	Chief Executive Officer
CFR	Code of Federal Regulations
CEMP	Comprehensive Emergency Management Plan
COG	Continuity of Government
COOP	Continuity of Operations
DA	Damage Assessment
DHS	Department of Homeland Security
DOC	Department Operations Center
DOD	Department of Defense
DOE	Department of Energy
DOL	Department of Labor
DOT	Department of Transportation

DSR	Damage Survey Report
DSA	Disaster Support Area
DSW	Disaster Services Worker
EAS	Emergency Alert System
EDIS	Emergency Digital Information System
EMAC	Emergency Management Assistance Compact
EMI	Emergency Management Institute
EMPG	Emergency Management Program Grant
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOPs	Emergency Operating Procedures
ESF	Emergency Support Functions
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FCEMP	Florida Comprehensive Emergency Management Plan
FCO	Federal Coordinating Officer
FDOT	Florida Department of Transportation
FESFRS	Florida Emergency Service Fire Radio System
FESRS	Florida Emergency Services Radio System
FHP	Florida Highway Patrol
FIRM	Flood Insurance Rate Map
FNG	Florida National Guard
FOG	Field Operations Guide
FRC	Federal Response Center
GETS	Government Emergency Telecommunications System
GIS	Geographic Information System

HAZMAT	Hazardous Materials
HMGP	Hazard Mitigation Grant Program
HSGP	Homeland Security Grant Program
HSPD	Homeland Security Presidential Directive
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMES	Integrated Emergency Management System
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center
LZ	Landing Zone
MACS	Multi-Agency Coordination System
MARAC	Mutual Aid Regional Advisory Committee
MARS	U.S. Army Military Affiliate Radio System
MMAA	Master Mutual Aid Agreement
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSA	Multi-purpose Staging Area
NAWAS	National Warning System
NDMS	National Disaster Medical System
NETC	National Emergency Training Center
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organization

NHC	National Hurricane Center
NIC	NIMS Integration Center
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRP	National Response Plan
NVOAD	National Voluntary Organizations Active in Disaster
NWS	National Weather Service or National Warning System
OA	Operational Area
OASIS	Operational Area Satellite Information System
OEM	Office of Emergency Management
OHS	Governor’s Office of Homeland Security
OMB	Office of Management and Budget (Federal)
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PL	Public Law - U.S. Public Law 93-288, Federal Disaster Relief Act of 1974
POD	Point of Distribution
RACES	Radio Amateur Civil Emergency Services (See ACS)
RD	Regional Director
REACT	Radio Emergency Associated Communication Team
REOC	Regional Emergency Operations Center
RIMS	Response Information Management System
ROC	Recovery Operations Center
SAR	Search and Rescue
SCO	State Coordinating Officer
SERT	State Emergency Response Team

SITREP	Situation Report
SOC	State Operations Center
SOP	Standard Operating Procedure
SUASI	Super-Urban Area Security Initiative
TCP	Traffic Control Points
TENS	Telephone Emergency Notification System
UASI	Urban Area Security Initiative
UC	Unified Command
USACE	United States Army Corps of Engineers
USAR	Urban Search and Rescue
USGS	United States Geological Survey
VOAD	Voluntary Organizations Active in Disasters
VOAD	Volunteer Organizations Active in Disaster
WMD	Weapons of Mass Destruction

GLOSSARY OF TERMS

This Glossary contains definitions of terms commonly used in the National Incident Management System (NIMS).

A

Action Plan: "Action Plan" means the plan prepared in the EOC or field containing the emergency response objectives of that NIMS level reflecting overall priorities and supporting activities for a designated period. The plan is shared with supporting agencies.

Activate: At a minimum, a designated official of the emergency response agency that implements NIMS as appropriate to the scope of the emergency and the agency's role in response to the emergency.

Aerial Reconnaissance: An aerial assessment of the damaged area which includes gathering information on the level and extent of damage and identifying potential hazardous areas for on-site inspections.

After Action Report: A report covering response actions, application of NIMS, modifications to plans and procedures, training need, and recovery activities. After action reports are required under NIMS after any emergency that requires a declaration of an emergency. Reports are required within 90 days.

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 Assistance: Grants for projects or planning activities, loans, and all other forms of financial or technical assistance provided by the Agency.

Agency Dispatch: The agency or jurisdictional facility from which resources are allocated to incidents.

Agency Executive or Administrator: Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

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.

Air Operations Branch Director: The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan and for providing logistical support to helicopters and aircraft operating on the incident.

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.

Allocated Resources: Resources dispatched to an incident.

American Red Cross: A nationwide volunteer sheltering agency that provides disaster relief to individuals and families.

Amateur Radio Emergency Service (ARES): ARES consists of amateurs who have voluntarily registered their qualifications and equipment for communications duty in the public service

when disaster strikes.

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 period that is based on operational objectives defined in the IAP.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident or EOC Action Plan.

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.

Assisting Agency: An agency directly contributing tactical or service resources to another agency.

Auxiliary Communications Service (ACS): A communications reserve that provides tactical, logistical and administrative support and communications for all government communications systems.

Available Resources: Incident-based resources are available for immediate assignment.

B

Base: The location at an incident at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term "Base.") The Incident Command Post may be collocated with the Base.

Base Flood: A term used in the National Flood Insurance Program to indicate the minimum size flood to be used by a community as a basis for its floodplain management regulations; presently required by regulation to be that flood which has a one-percent chance of being equaled or exceeded in any given year. Also known as a 100-year flood or one-percent chance flood.

Base Flood Elevation (BFE): The elevation for, which there is a one-percent chance in any given year that flood levels, will equal or exceed it. The BFE is determined by statistical analysis for each local area and designated on the Flood Insurance Rate Map. It is also known as the 100-Year Flood.

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.

Branch Director: The ICS title for individuals responsible for supervision of a Branch at the Field

Level. At NIMS EOC levels, the title Branch Coordinator is preferred.

C

Cache: A pre-determined complement of tools, equipment and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to the incident personnel.

Care and Shelter: A phase of operations that meets the food, clothing, and shelter needs of people on a mass care basis.

Casualty Collection Points (CCP): See Field Treatment Sites

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, environment, 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.

Checklist: A pre-determined list of actions to be taken by an element of the emergency organization in response to a particular event or situation.

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).

Civil Air Patrol: A civilian auxiliary of the United States Air Force, which provides personnel, services, and equipment for specified missions in support of state and local emergency operations.

Civil Disorder: Any incident intended to disrupt community affairs that require police intervention to maintain public safety including riots, mass demonstrations and terrorist attacks.

Clear Text: The use of plain English in radio communications transmissions. No Ten Codes or agency specific codes are used when utilizing Clear Text.

Climate Change: Any change in global temperatures and precipitation over time due to natural variability or to human impact.

Code of Federal Regulations (CFR): "49 CFR" refers to Title 49, the primary volume regarding HAZMAT transportation regulations.

Command: The act of directing, and/or controlling resources at an incident by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander. **Command**

Post: (See Incident Command Post)

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.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

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 provide the major part of an Incident Communications Center.

Community Emergency Response Team (CERT): A community-based training for disaster volunteers.

Community Lifelines: A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security.

Community Right-to-Know: Legislation requiring the communication of chemical use and storage to local agencies or the public.

Compact: Formal working agreements among agencies to obtain mutual aid. **Compensation Unit/Claims Unit:** Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries or fatalities at the incident or within an EOC.

Complex: Two or more individual incidents located in the same general area that is assigned to a single Incident Commander or to a Unified Command.

Comprehensive Emergency Management Plan (CEMP): An integrated approach to the management of emergency programs and activities for all four emergency phases (mitigation, preparedness, response, and recovery), for all types of emergencies and disaster (natural, manmade, and attack), and for all levels of government (local, State, and Federal) and the private sector.

Computerized Hazard Identification Program (CHIP): Part of FEMA's Integrated Emergency Management System, this evaluation program identifies the hazards posing the greatest threat to State and local governments and the capabilities of existing programs to respond (formerly referred to as Hazard Identification and Capability Assessment).

Continuity of Government: All measures that may be taken to ensure the continuity of essential functions of governments in the event of emergency conditions, including line of succession for key decision makers.

Contingency Plan: A sub or supporting plan which deals with one specific type of emergency, its probable effect on the jurisdiction, and the actions necessary to offset these effects.

Cooperating Agency: An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., National Weather Service).

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc. Multi-agency or Inter-agency coordination is found at all SEMS levels.

Coordination Center: Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Corrective Actions: Implementing procedures that are based on lessons learned from actual

incidents or from training and exercises.

Cost Sharing Agreements: Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be verbal between authorized agency and jurisdictional representatives at the incident.

Cost Unit: Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

D

Damage Assessment: The process utilized to determine the magnitude of damage and the unmet needs of individuals, businesses, the public sector, and the community caused by a disaster or emergency event.

Dam Failure: Part or complete collapse of a dam causing downstream flooding. **Declaration:** The formal action by the President to make a State eligible for major disaster or emergency assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 3-288, as amended (the Stafford Act).

Declaration Process: When a disaster strikes, local authorities and individuals request help from private relief organizations and their State government, which give all assistance possible. If assistance is beyond their capability, the Governor requests a Presidential declaration of a major disaster or an emergency.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Demobilization Unit: Functional unit within the Planning Section responsible for assuring orderly, safe and efficient demobilization of incident or EOC assigned resources.

Dengue Fever: An infectious disease of the tropics transmitted by mosquitoes and characterized by high fevers, headache, rash, and joint and muscle pain.

Deputy Incident Commander (Section Chief or Branch Director): 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.

Designated Area: Any emergency or major disaster-affected portion of a State that has been determined eligible for Federal assistance.

Designation: The action by the Associate Director, State and Local Programs and Support Directorate (SLPSD), to determine the type of assistance to be authorized under the Stafford Act for a particular declaration; and the action by the FEMA Regional director to determine specifically what counties, or county equivalents, are eligible for such assistance.

Direction and Control (Emergency Management): The provision of overall operational control and/or coordination of emergency operations at each level of the Statewide Emergency Organization, whether it be the actual direction of field forces or the coordination of joint efforts of governmental and private agencies in supporting such operations.

Disaster: Any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a local, county, the Governor, or the President of the United States. Disasters shall be identified by the severity of

resulting damage.

Disaster Assistance Program: A program that provides state funding or reimbursement for local government response related personnel costs incurred in response to an incident.

Disaster Field Office: A central facility established by the Federal Coordinating Office within or immediately adjacent to disaster impacted areas to be utilized as a point of coordination and control for state and federal governmental efforts to support disaster relief and recovery operations.

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.

Disaster Service Worker: Includes public employees, any unregistered persons, and registered Volunteers impressed into service during a State of War emergency, a State of emergency, or a Local Emergency by a person having authority to command the aid of citizens in the execution of his duties. It does not include any member registered as an active firefighting member of any regularly organized volunteer fire department, having official recognition, and full or partial support of the county, city, town or district in which such fire department is located.

Disaster Support Area (DSA): A pre-designated facility anticipated being at the periphery of a disaster area, where disaster relief resources (manpower and material) can be received, accommodated or stockpiled, allocated, and dispatched into the disaster area. A separate portion of the area may be used for receipt and emergency treatment of casualty evacuees arriving via short-range modes of transportation (air and ground) and for the subsequent movement of casualties by heavy, long-range aircraft, to adequate medical care facilities.

Dispatch: The implementation of a command decision to move a resource or resources from one place to another.

Dispatch Center: A facility from which resources are assigned to an incident.

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.

Division or Group Supervisor: The position title for individuals responsible for command of a Division or Group at an Incident. At EOC level, the title is Division Coordinator.

Divisional EOC:

Documentation Unit: Functional unit within the Planning Section responsible for collecting, recording and safeguarding all documents relevant to an incident or within an EOC.

Dose: Accumulated or total exposure to gamma radiation, commonly expressed in REM.

Dosimeter: An instrument for measuring and registering total accumulated exposure to gamma radiation.

E

Economic Stabilization: The intended result of governmental use of direct and indirect controls to maintain and stabilize the nation's economy during emergency conditions. Direct controls include such actions as the setting or freezing of wages, prices, and rents or the direct rationing of goods. Indirect controls can be put into effect by government through use of monetary, credit, tax, or other policy measures.

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 Alert System (EAS): A system that enables the President and federal, state, and local governments to communicate through commercial radio and television broadcast stations with the general public in the event of a disaster.

Emergency Management (Direction and Control): The provision of overall operational control and/or coordination of emergency operations to prepare for, mitigate, response to, and recover from emergencies and disasters by reducing vulnerabilities.

Emergency Management Coordinator: The individual within each jurisdiction that is delegated the day-to-day responsibility for the development and maintenance of all emergency management coordination efforts.

Emergency Management Director: The individual within each political subdivision that has overall responsibility for jurisdiction emergency management coordination efforts.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, sub-state 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 Medical Services: Treatment of casualties necessary to maintain their vital signs prior to treatment at a medical center.

Emergency Medical Technician (EMT): A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

Emergency Operations: Those actions taken during the emergency period to protect life and property, care for the people affected, and temporarily restore essential community services.

Emergency Operations Center (EOC): 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 Operations Plan (EOP): The plan that each jurisdiction has and maintains for responding to relevant hazards.

Emergency Period: A period which begins with the recognition of an existing, developing, or impending situation that poses a potential threat to a community. It includes the warning (where applicable) and impact phase and continues until immediate and ensuing effects of the

disaster no longer constitute a hazard to life or threat to property.

Emergency Plans: Those official and approved documents which describe principles, policies, concepts of operations, methods and procedures to be applied in carrying out emergency operations or rendering mutual aid during emergencies. These plans include such elements as continuity of government, emergency functions of governmental agencies, mobilization and application of resources, mutual aid, and public information.

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 Public Information includes: (1) instructions on survival and health preservation actions to take (what to do, what not to do, evacuation procedures, etc.), (2) status information on the disaster situation (number of deaths, injuries, property damage, etc.), and (3) other useful information (state/federal assistance available).

Emergency Response Agency: Any organization responding to an emergency, whether in the field, at the scene of an incident, or to an EOC, in response to an emergency, or providing mutual aid support to such an organization.

Emergency Response Personnel: Personnel involved with an agency's response to an emergency.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

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 incident. 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.

EOC Action Plan: The plan developed at SEMS EOC levels, which contains objectives, actions to be taken, assignments and supporting information for the next operational period. (See Action Plan)

Essential Facilities: Essential facilities for maintaining the health, safety, and overall well-being of the public following a disaster (e.g., hospitals, police and fire department buildings, utility facilities, etc.). May also include buildings that have been designated for use as mass care facilities (e.g., schools, churches).

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.

Evacuee: An individual who moves or is moved from a hazard area to a less hazardous area with anticipation of return when the hazard abates.

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.

Exercise: Simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas

of strength and weakness for improvement of an emergency operations plan (EOP).

Exercise Scenario: Background detail (domestic, international, political, military) against which an exercise is conducted.

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.

Expedient Shelter: Any shelter constructed in an emergency or crisis period on a "crash basis" by individuals, single families, or small groups of families.

F

Facilities Unit: Functional unit within the Support Branch of the Logistics Section at the NIMS Field Response Level that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

Federal: Of or pertaining to the Federal Government of the United States of America. **Federal Agency (Federal Definition):** Any department, independent establishment, government corporation, or other agency of the executive branch of the federal government, including the United States Postal Service, but not including the American Red Cross.

Federal Coordinating Officer (FCO): The person appointed by the President to coordinate federal assistance following an emergency or major disaster declaration.

Federal Disaster Assistance: Provides in-kind and monetary assistance to disaster victims, state, or local government by federal agencies under the provision of the Federal Disaster Relief Act and other statutory authorities of federal agencies.

Federal Disaster Relief Act: Public Law 93-288, as amended, that gives the President broad powers to supplement the efforts and available resources of state and local governments in carrying out their responsibilities to alleviate suffering and damage resulting from major (peacetime) disasters.

Federal Emergency Management Agency (FEMA): This agency was created in 1979 to provide a single point of accountability for all Federal activities related to disaster mitigation and emergency preparedness, response, and recovery.

FEMA-State Agreement: A formal legal document between FEMA and the affected State stating the understandings, commitments, and binding conditions for assistance applicable as the result of the major disaster or emergency declared by the President. It is signed by the FEMA Regional director, or designee, and the Governor.

Field Coordination Center: A temporary facility established by the State Office of Emergency Services within or adjacent to areas affected by a disaster. It functions under the operational control of the OES mutual aid regional coordinator and is supported by mobile communications and personnel provided by OES and other state agencies.

Field Operations Guide (FOG): A pocket-size manual of instructions on the application of the Incident Command System.

Field Treatment Site (FTS): A location within a jurisdiction that is used for the assembly, triage (sorting), medical stabilization, and subsequent evacuation of casualties. It may be used for the receipt of incoming medical resources (doctors, nurses, supplies, etc. Preferably the site should include or be adjacent to an open area suitable for use as a helicopter pad.

Finance/Administration Section: One of the five primary functions found at all SEMS levels that

is responsible for all costs and financial considerations. At the EOC the Section can include the Time Unit, Procurement Unit, Compensation/Claims Unit and Cost Unit.

Flood Hazard Boundary Map (FHBM): The official map of a community that shows the boundaries of the flood plain and special flood hazard areas that have been designated. It is prepared by FEMA; using the best flood data available at the time a community enters the emergency phase of the NFIP. It is superseded by the FIRM after a more detailed study has been completed.

Flood Insurance: The insurance coverage provided under the National Flood Insurance Program (NFIP).

Flood Insurance Rate Map (FIRM): The official map of a community prepared by FEMA, which shows the base flood elevation, along with the special hazard areas and the risk premium zones. The study is funded by FEMA and is based on detailed surveys and analysis of the site-specific hydrologic characteristics.

Florida Comprehensive Emergency Management Plan (FCEMP): The State of Florida Emergency Plan as approved by the Governor.

Food Unit: Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident and EOC personnel.

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.

Functional Element: Refers to a part of the incident, EOC or DOC organization such as section, branch, group or unit.

G

General Staff: The group of management personnel reporting to the Incident Commander or to the EOC Director. At the EOC NIMS level, the General Staff consists of:

- Operations Section Chief
- Planning/Intelligence Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief

Group: Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

H

Hazard: Any source of danger or element of risk to people or property.

Hazard Area: A geographically defined area in which a specific hazard presents a potential threat to life and property.

Hazardous Material: A substance or combination of substances, which, because of quantity, concentration, physical, chemical, radiological, explosive, or infectious characteristics, poses a potential danger to humans or the environment. Generally, such materials are classed as explosives and blasting agents, flammable and nonflammable gases, combustible liquids, flammable liquids and solids, oxidizers, poisons, disease causing agents, radioactive materials,

corrosive materials, and other materials including hazardous wastes.

Hazardous Material Incident (Stationary): Any uncontrolled release of material capable of posing a risk to health, safety, and property. Areas at risk include facilities that produce, process, or store hazardous materials as well as sites that treat, store, and dispose of hazardous material.

Hazardous Material Incident (Transportation): Any spill during transport of material that is potentially a risk to health and safety.

Hazard Mitigation: A cost-effective measure that will reduce the potential for damage to a facility from a disaster event.

Hazard Mitigation Grant Program (HMGP): Authorized under Section 404 of the Stafford Act. Provided funding for hazard mitigation projects that are cost effective and complement existing post-disaster mitigation programs and activities for beneficial mitigation measures that are not funded through other programs.

Hazard Mitigation Plan: The plan resulting from a systematic evaluation of the nature and extent of vulnerability to the effects of natural hazards, including the actions needed to minimize future vulnerability to identified hazards.

Helibase: The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

Helispot: Any designated location where a helicopter can safely take off and land. A helispot may be used for loading supplies, equipment, or personnel.

I

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 (IAP): 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 Base: Location at the incident where the primary logistics functions are coordinated and administered. (Incident name or other designator will be added to the term "Base.") The Incident Command Post may be collocated with the Base. There is only one Base per incident.

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.

Individual Assistance (IA): Supplementary Federal assistance provided under the Stafford Act to individuals and families adversely affected by a major disaster or an emergency. Such assistance may be provided directly by the Federal Government or through State, local governments or disaster relief organizations.

Initial Action: The actions taken by resources, which are the first to arrive at an incident.

Initial Response: Resources initially committed to an incident.

J

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident response.

Jurisdictional authority at an incident can be political/geographical (e.g., special district city, county, state or federal boundary lines), or functional (e.g., police department, health department, etc.) (See Multi-jurisdiction.)

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

L

Lead Agency: While several agencies 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 agency shall be responsible for detailed planning, testing, and evaluation of their respective emergency support function(s) plans/activities.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Emergency: The duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city, caused by such conditions as flood, storms, epidemic, or manmade causes such as riots, explosions, nuclear accidents, etc., which conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of political subdivisions to combat.

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. 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:** One of the five primary functions found in NIMS. The Section responsible for providing facilities, services and materials for the incident or at an EOC.

M

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objectives: 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.

Manmade Emergency: An emergency caused by an action against persons or society, including, but not limited to, enemy attack, sabotage, terrorism, civil unrest, or other action impairing the orderly administration of government.

Mass Care Facility: A location where temporary services are provided to disaster victims during an emergency which may include lodging, food, clothing, registration, welfare inquiry, first aid, and essential social services.

Master Mutual Aid Agreement: An agreement entered into by and between the State of Florida, its various departments and agencies, and the various political subdivisions, municipal corporations, and other public agencies of the State of Florida to assist each other by providing resources during an emergency. Mutual aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other to prevent and combat any type of disaster or emergency.

Media: All means of providing information and instructions to the public, including radio,

television, newspapers, web and social platforms, i.e, Facebook, Twitter, Instagram, etc.

Memorandum of Understanding (MOU): 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.

Medical Unit: Functional unit within the Service Branch of the Logistics Section at SEMS Field levels responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident response personnel.

Medical Reserve Corps: Local volunteers, mostly medically licensed, organized to assist with public health emergencies and preparedness efforts.

Medication Center: See Point of Distribution (POD).

Minor Disaster: A disaster that is likely to be within the response capabilities of local government and to result in only a minimal need for state or federal assistance.

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.

Mobilization Center: An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment to incidents, release, or reassignment.

Medical Self-Help: The medical treatment provided for the sick and injured by citizens and emergency forces in the absence of professional care.

Multi-Agency Coordination: The functions and activities of representatives of involved agencies and/or jurisdictions who make decisions regarding the prioritizing of incidents and the allocation of critical resources.

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, agency policies, and provide strategic guidance and direction to support incident management activities. EOCs can often serve in this Multi-Agency Coordination role.

Multi-Agency Coordination System (MACS): The combination of personnel, facilities, equipment, procedures and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multi-jurisdiction environment.

Operational Area EOCs can also function as a Multi Agency Coordination Center.

Multi-Agency Incident: An incident where one or more agencies assist a jurisdictional agency or agencies. The incident may be managed under single or unified command. **Multi-jurisdiction**

Incident: An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under Unified Command.

Multi-purpose Staging Area (MSA): A pre-designated location such as a County Fairgrounds having large parking areas and shelter for equipment and operators, which provides a base for coordinated localized emergency operations, a rally point for mutual aid coming into an area, and a site for post-disaster population support and recovery.

Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

Mutual Aid Coordinator: An individual at local government, operational area, region or state level that is responsible to coordinate the process of requesting, obtaining, processing and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

Mutual Aid Region: A subdivision of State Office of Emergency Services established to assist in the coordination of mutual aid and other emergency operations within a geographic area of the state. The City of Doral belongs to the State Region VII.

Mutual Aid Staging Area: A temporary facility established by the State Office of Emergency Services within, or adjacent to, affected areas. It may be supported by mobile communications and personnel provided by field or headquarters staff from state agencies, as well as personnel from local jurisdictions throughout the state (See also Multi-Purpose Staging Area).

N

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System (NDMS): A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. 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 Emergency Training Center (NETC): FEMA's campus in Emmitsburg, Maryland, composed of the United States Fire Administration (USFA) and the Emergency Management Institute (EMI).

National Flood Insurance Program (NFIP): The Federal program, created by an act of Congress in 1968, which makes flood insurance available in communities that enact satisfactory floodplain management regulations.

National Incident Management System (NIMS): A system mandated by Homeland Security Presidential Directive (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 (NRF): 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.

National Warning System (NWS): The federal portion of the civil defense warning system, used

to disseminate warning and other emergency information from the warning centers or regions to warning points in each state.

Natural Emergency: An emergency caused by a natural event, including, but not limited to, a hurricane, a storm, a flood, severe wave action, a drought, etc.

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.

Nuclear Incident (Fixed Facility): Any occurrence at a nuclear power plant resulting in a potential or actual release of radioactive material in sufficient quantity, which threatens the health, and safety of nearby populations.

O

One Hundred (100)-Year Flood: The flood elevation that has a one-percent chance of being equaled or exceeded in any given year. It is also known as the base flood elevation.

Operational Area: An intermediate level of the state emergency organization, consisting of a county and all political subdivisions within the county's geographic borders. This organization is not necessarily a county government; it could be several cities, or a city and a county, a county government or several county governments, willing to undertake to coordinate the flow of mutual aid and information within the defined area.

Operational Area Coordinator: The individual within the operational area responsible for a specific function such as law enforcement, coroner's services, or emergency medical services.

Operational Period: The period of time scheduled for execution of 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.

P

Pandemic: An epidemic that spreads through human populations across a large region or even worldwide.

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.

Point of Distribution (POD): An established site for the distribution of medications/vaccines that

may become available from the Center of Disease Control (CDC) to county residents in case of emergency. Also referred to as Medication Center.

Political Subdivision: Includes any city, city and county, county, district, municipality, or other local governmental agency or public agency created pursuant to law.

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 forprofit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Procurement Unit: Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Public Assistance (PA): Supplementary Federal assistance provided under the Stafford Act to State and local governments or certain private, nonprofit organizations other than assistance for the direct benefit of individuals and families.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Q

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate

application. Standards typically include training, currency, experience, and physical and medical fitness.

R

Radio Amateur Civil Emergency Services (RACES): An emergency services designed to make efficient use of skilled radio amateurs throughout the state in accordance with approved civil defense communications plans. Operators are registered with an OES agency to provide emergency communications support. (See Auxiliary Communications Service)

Radiological Protection: The organized effort, through warning, detection, and preventive and remedial measures, to minimize the effect of nuclear radiation on people and resources.

Radiological Monitor: An individual trained to measure, record, and report radiation exposure and exposure rates; provide limited field guidance on radiation hazards associated with operations to which he is assigned; and perform operator's checks and maintenance on radiological instrument.

Reception Area: An area which, through a hazard analysis and related preparedness planning, is pre-designated to receive and care for (or provide basic needs for) persons displaced from a hazard area.

Recorders: Individuals within ICS or EOC organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics and Finance/Administration Units.

Recovery: Activities traditionally associated with providing Federal supplemental disaster recovery assistance under a Presidential major disaster declaration. These activities usually begin within days after the event and continue after the response activities cease. Recovery includes individual and public assistance programs that provide temporary housing assistance, grants and loans to eligible individuals and government entities to recovery from the effects of a disaster.

Recovery Operations Center (ROC): A facility established by the local government within or adjacent to a disaster-impacted area to provide disaster relief agencies and organizations "one-stop" shop for the coordination of their efforts. Representatives from local, state, and federal governmental agencies, private service organizations and certain representatives of the private sector may be present.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Regional Director (RD): A director of a regional office of FEMA, or his/her designated representative. As used in the Stafford Act, Regional Director also means the Disaster Recovery Manager who has been appointed to exercise the authority of the regional Director for a particular emergency or major disaster.

Regional Emergency Operations Center (REOC): Facilities found at State OES Administrative Regions. REOCs are used to coordinate information and resources among operational areas and between the operational areas and the state level.

Relocatee: An individual who is relocated from a hazard area to a low risk area with the possibility of not returning.

Remedial Movement: The post-attack or post-event movement of people to better protected facilities or less hazardous areas.

Remedial Operations: Actions taken after the onset of an emergency situation to offset or alleviate its effects.

Reporting Locations: Specific locations or facilities where incoming resources can check-in at the

incident. (See Check-in)

Rescue Group: Two or more rescue teams responding as a unified group under supervision of a designated group leader.

Rescue Team: Four or more personnel organized to work as a unit. One member is designated team leader.

Resilience: The ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions. Includes the capacity to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents.

Resources: Personnel and equipment available, or potentially available, for assignment to incidents or to EOCs. Resources are described by kind and type, and may be used in tactical support or supervisory capacities at an incident or at EOCs.

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 at the Field Response level responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact additional responding resources will have on the incident, and anticipated resources needs.

Response: Activities to address the immediate and short-term effects of an emergency or disaster. Response includes immediate actions to save lives, protect property and meet basic human needs. Based on the requirements of the situation, response assistance will be provided to an affected State under the Federal Response Plan using a partial activation of selected Emergency Support Services or full activation of all ESS to meet the needs of the situation.

Risk: The potential for an unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and the associated consequences

S

Safety Officer: A member of the Command Staff at the incident or within an EOC responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

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.

Search: Systematic investigation of area or premises to determine the presence and/or location of persons entrapped, injured, immobilized, or missing.

Search Dog Team: A skilled dog handler with one or more dogs trained especially for finding persons entrapped sufficiently to preclude detection by sight or sound.

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.

Section Chief: The ICS title for individuals responsible for command of functional sections: Operations, Planning/Intelligence, Logistics and Administration/Finance. At the EOC level, the position title will be Section Coordinator.

Self-Help: A concept describing self-reliance and sufficiency within an adverse environment and limited or non-external assistance.

Sensitive Facilities: Facilities in reception areas that will not normally be used as lodging facilities for relocates. The facilities are either considered unsuitable or are required for essential activities (food establishments, fire stations, banks, radio stations, etc.). However, if any of these facilities provide adequate protection against radioactive fallout, they may be used as fallout shelter.

Service: An organization assigned to perform a specific function during an emergency. It may be one department or agency if only that organization is assigned to perform the function, or it may be comprised of two or more normally independent organizations grouped together to increase operational control and efficiency during the emergency.

Service Branch: A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical and Food Units.

Shelter Manager: An individual who provides for the internal organization, administration, and operation of a shelter facility.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

Situation Unit: Functional unit within the Planning Section responsible for the collection, organization and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

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 District: A unit of local government (other than a city, county, or city and county) with authority or responsibility to own, operate or maintain a project for purposes of natural disaster assistance. This may include a joint powers authority.

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.

Stafford Act: Robert T. Stafford disaster Relief and Emergency Assistance Act, PL 100- 707, signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288.

Staging Areas: Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Staging Area Managers: Individuals within ICS organizational units that are assigned special managerial responsibilities at Staging Areas. (Also Camp Manager.)

Standard Operating Procedures (SOPs): A set of instructions having the force of a directive, covering those features of operations that lends themselves to a definite or standardized procedure. Standard operating procedures support an annex by indicating in detail how a particular task will be carried out.

State Agency: Any department, division, independent establishment, or agency of the executive branch of the state government.

State Coordinating Officer (SCO): The person appointed by the Governor to act for the State in

cooperation with the Federal Coordinating Officer.

State of Emergency: The duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by such conditions as fire, flood, hurricane, storm, epidemic, riot, or other conditions, other than conditions, resulting from a labor controversy, or conditions causing a "state of war emergency", which conditions by reason of magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city and county, or city and require the combined forces of a mutual aid region or regions to combat.

State Emergency Response Team (SERT): Composed of agency-appointed Emergency Coordination Officers (ECOs) and staff from state agencies, volunteer and non-governmental organizations that operate under the direction and control of the Governor and State Coordinating Officer (SCO).

State of War Emergency: The condition which exists immediately, with or without a proclamation thereof by the Governor, whenever the state or nation is directly attacked by an enemy of the United States, or upon the receipt by the state of a warning from the federal government that such an enemy attack is probable or imminent.

State Emergency Operations Center (SEOC): An EOC facility operated by the Florida Division of Emergency Management in Tallahassee.

State Warning Point, a state emergency communications center staffed 24 hours each day. The center maintains statewide communications with county emergency officials.

Storm Surge: An abnormal rise in sea level accompanying a hurricane or other intense storm. Its 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.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Sub grantee: An eligible applicant in federally declared disasters.

Supply Unit: Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

Support Branch: A Branch within the Logistics Section responsible for providing personnel, equipment and supplies to support incident operations. Includes the Supply, Facilities and Ground Support Units.

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.

Support Resources: Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections or the Command Staff.

Supporting Materials: Refers to the several attachments that may be included with an Incident

Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

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.

T

Tactical Direction: Direction given by the Operations Section Chief at the SEMS Field level which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

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.

Team: (See Single Resource.)

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 mobilehome park design and hazardous material assessments).

Technical Specialists: Personnel with special skills that can be used anywhere within the ICS or EOC organization.

Technological Hazard: Includes a range of hazards emanating from the manufacture, transportation, and use of such substances as radioactive materials, chemicals, explosives, flammables, agricultural pesticides, herbicides and disease agents; oil spills on land, coastal waters or inland water systems; and debris from space.

Technological Emergency: An emergency caused by a technological failure or accident, including, but not limited to, an explosion, transportation accident, radiological accident, or chemical or other hazardous material incident.

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.

Time Unit: Functional unit within the Finance/Administration Section responsible for recording time for incident or EOC personnel and hired equipment.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Traffic Control Points (TCP): Places along movement routes that are manned by emergency personnel to direct and control the flow of traffic.

Tribal: Any Native-American tribe, band, nation, or other organized group or community, that is recognized as eligible for the special programs and services provided by the United States to Native-Americans because of their status.

Triage: A process of rapidly classifying patients on the basis of the urgency of treatment that is

needed. The prioritizing of medical care based on the nature and severity of illness or complaint, history, signs and symptoms, general appearance, vital signs and a brief physical assessment.

Tsunami: Also called a seismic sea wave. It is a large oceanic wave generated by earthquakes, submarine volcanic eruptions, or large submarine landslides in which sudden forces are applied to the water mass. The fastest tsunami waves can move at speeds of hundreds of miles per hour in the open ocean. However, as the waves enter shallower waters in coastal area, wave velocity decreases and wave height can increase to 100 feet or more on impact at the shoreline.

Type: Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resources. Resource typing provides managers with additional information in selecting the best resource for the task.

U

Unified Area Command: A Unified Area Command is established when incidents under an Area Command area multi-jurisdictional. (See Area Command and Unified Command).

Unified Command: In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

Unit: An organizational element having functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity and can be used in Operations for some applications. Units are also found in EOC organizations.

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.

Urban Fire: Any instance of uncontrolled burning which results in structural damage to residential, commercial, industrial, institutional, or other properties in developed areas.

Urban Rescue: The complex process in which trained personnel use specialized equipment to locate and extricate victims trapped in collapsed buildings, and the mobilization and management of such personnel and equipment.

V

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.

Volunteers: 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 (e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101).

W

Wildfire: Any instance of uncontrolled burning in grasslands, brush, or woodlands.

Winter Storm (Severe): This includes ice storms, blizzards, and extreme cold. The National Weather service characterizes blizzards as combinations of winds in excess of 35 mph with considerable falling or blowing snow, frequently reducing visibility to 0.25 miles or less.

Z

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.



PROCLAMATION DECLARING THE EXISTENCE OF A LOCAL EMERGENCY

WHEREAS, the Mayor of the City of Doral proclaims the existence or threatened existence of a local emergency when said City area is affected or likely to be affected by a public calamity and the City Council is not in session; and

WHEREAS, the City Manager/Chief of Police or his/her designee does hereby find:

That conditions of extreme peril to the safety of persons and property have arisen within the City, as a result of:

_____;

And that the City Council of Doral is not in session;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout the City; and

IT IS FURTHER PROCLAIMED AND ORDERED that a copy of this declaration be forwarded to the Governor of Florida with the request that he proclaim a state of emergency for the City of Doral, and further that the Governor request a Presidential Declaration; and

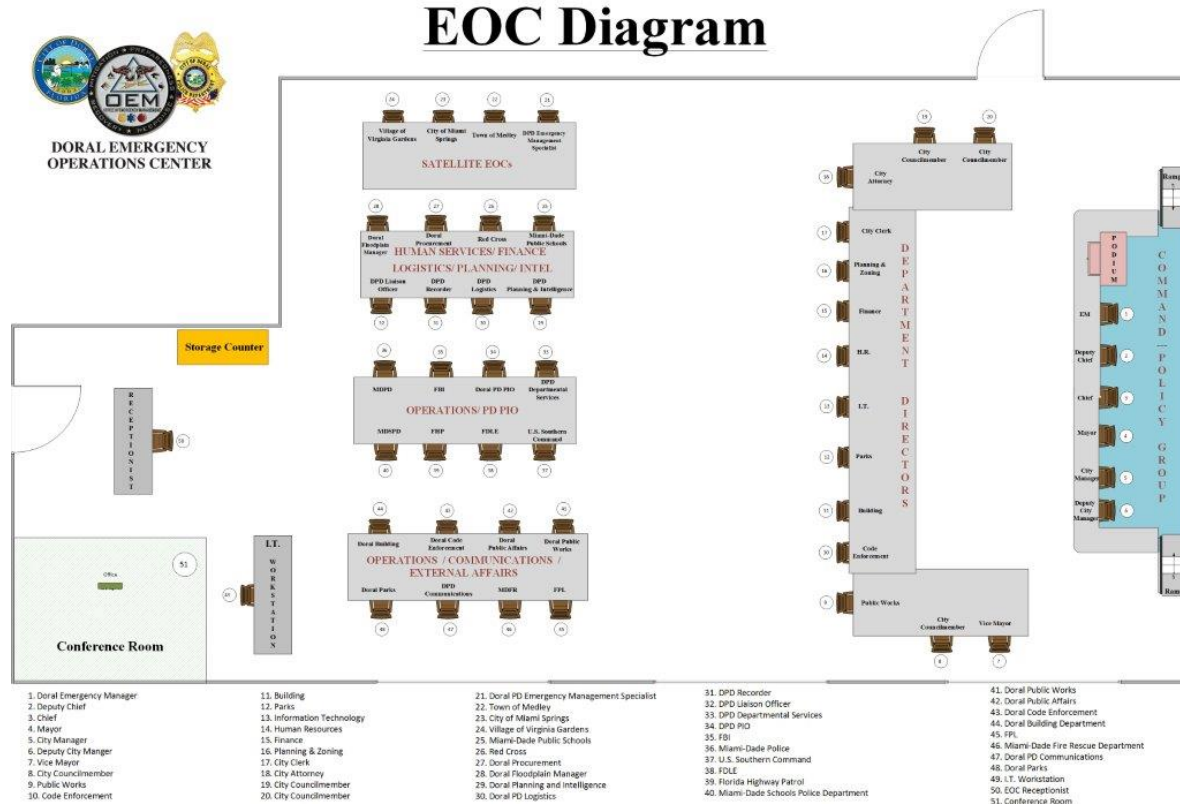
IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions and duties of the emergency management organization of this City shall be those prescribed by law, by ordinances and resolutions of this City, and by the Doral Comprehensive Emergency Management Plan.

BY: _____

City of Doral Mayor

Emergency Operations Center Layout

Appendix 2



EOC Activation Guide				
Level	Conditions	EOC Duties	Activation	Actions
0	(Carried out by County's MDEM) 1. No potential severe weather 2. No increasing international tension 3. No increasing national or local tension 4. No increasing probability of hazard	(Carried out by County's MDEM) 1. Monitor world, national, regional, and local news and monitor regional weather forecasts and space forecasts.	None. Minimal staff in normal operations	No actions.
3	1. Possibility of local unrest 2. Severe weather watch is issued 3. Situational conditions warrant 4. Small incidents involving one facility 5. Hurricane Watch 6. Flood watch	1. Continuous monitoring of event 2. Check & update all resource lists 3. Distribute status and analysis to EOC personnel 4. Receive briefing from field	Only basic support staff or as determined by Emergency Manager	EOC Section Chiefs review Plan and Guidelines and check readiness of staff and resources.
2	1. Small scale civil unrest 2. Situational conditions warrant 3. Severe weather warning issued 4. Moderate flooding 5. Fire affecting specific areas 6. Incidents involving 2 or more facilities 7. Hazardous materials incident requiring evacuation 8. Imminent Hurricane	1. Continuous monitoring of event 2. Initiate EOC start-up checklist 3. Facilitate field personnel 4. Provide status updates to EOC personnel	Staffed as situation warrants and liaison to other agencies Primary EOC personnel will be available and check-in regularly	Briefings to City Executive staff EOC begins full operation

1	1. International crisis deteriorated to the point that widespread disorder is probable	Brief arriving staff on current situation Facilitate EOC staff	1. As determined by Emergency Manager 2. EOC essential and necessary staff 3. Key department heads 4. Required support staff	As situation warrants
	2. Civil disorder with relatively large scale localized violence			
	3. Hazardous conditions that affect a significant portion of the City			
	4. Imminent severe weather: Hurricane/ Tropical Storm/Tornado			
	5. Verified and present threat to critical facilities			
	6. Situational conditions warrant			
	7. Major emergency in the Area or Region			
	8. Incidents occurring involving heavy resource involvement			
	9. Major terrorist attack			

Emergency Support Functions

Appendix 4

Miami-Dade County Emergency Support Functions

ES F	Emergency Support Function	Purpose
1	Transportation	To provide coordination of transportation resources of the lead and supporting agencies to support emergency transportation needs during an emergency or disaster
2	Communications	To provide and coordinate communication equipment and services to the county and its municipalities for operations before, during and
3	Public Works	To coordinate and organize the capabilities and resources of the various county, state and private agencies that provide public works and
4	Firefighting	To provide and coordinate the resources needed for lead and supporting agencies to support the firefighting needs of municipal, local, state and federal government before, during and after an
5	Planning	To coordinate overall planning activities in the Miami-Dade EOC in support
6	Mass Care	To coordinate the provisions of mass care services to people affected by an emergency or disaster
7	Resource Support	To coordinate resources needed to support planned events, emergency response and recovery operations
8	Health and	To coordinate the county's health and medical resources in the event of an
9	Search and Rescue	To provide and coordinate search and rescue resources to the county and its municipalities for operations during the response and recovery
10	Hazardous Materials	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

11	Food and Water	To provide food, water and ice to ESF 6 agencies and Points of Distributions post-disaster, and procure and coordinate the distribution of meals, water and ice.
12	Energy	To coordinate and facilitate all efforts to ensure the uninterrupted supply and delivery of energy resources in the county
13	Military Support	To provide the coordination between local county government and military units providing assistance to the Miami-Dade EOC or the county's
14	Public Information	To guide the coordination of resources to support the public information needs of municipal, local, state and federal governments during an
15	Volunteers and Donations	To coordinate information and activities of volunteers responding after an
16	Law Enforcement	To provide and coordinate resources needed for lead and supporting agencies to support the security needs of municipal, local, state and federal governments during an emergency or disaster
17	Animal Protection & Agriculture	To coordinate animal and agricultural issues in case of an emergency or disaster situation
18	Business and Recovery	To provide and coordinate communication for the Miami-Dade County Public-Private Partnership program that was developed to ensure coordination and communication between the county and its private sector partners during all phases of emergency management

RECORD OF CHANGES

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CEMP Last Revision: January 2022

DATE	SECTION CHANGED/	COMMENTS	CHANGED BY:
10-17-201	Introduction / Page	Created link to 3 rd Edition of NIMS	Natalie French
1-22-2018	Section 4 / Page 116	Created link to 3 rd Edition of FEMA - PA	Natalie French
4-6-2018	Section 1.9 / Page	Updated location of alternative seat of government (Police Sub-station).	Natalie French
4-25-2018	Section 2/ Page 65	Updated Hurricane section with Hurricane Irma experience.	Natalie French
6 & 7-2018	Various sections	Updated CEMP with Police Attorney and Miami-Dade County OEM's inputs for final adoption by City Council.	Natalie French
8/8/2018		CEMP Approved and Adopted by City of Doral Council	Natalie French
4/2019	Page 24	Updated Municipal Organizational Chart to reflect new Doral Divisional EOC	Natalie French
4/2019	Appendix 2	Updated to new Doral Divisional EOC layout	Natalie French

8/2019	Section 3	Section has been edited to reflect new Doral Divisional EOC specifications and procedures	Natalie French
2/2020	Section 1	Updated link to National Response Framework to reflect 4 th Edition	Natalie French
11/2020	Section 1	Added link to Ordinance No. 2015-01 adopting flood hazard maps, Florida Building Code, etc.	Natalie French
3/3/2021	Annexes / Page 7	Updated Annex B – Flood Warning and Response Plan	Natalie French
3/3/2021	Annexes/ Page 7	Added Annex D – Public Works Department - Hurricane Emergency Management Plan	Natalie French
9/14/2021	Page 45	Added Resolution Adopting the 2020 County LMS	Natalie French
9/14/2021	Page 45	Added Resolution Adopting the 2018 Statewide Mutual Agreement	Natalie French
1/2022	Throughout	Four-year revisions made for upcoming adoption by Council	Natalie French