



COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



PRESENTED BY:
PARKS & RECREATION
DEPARTMENT

TOWN OF MIAMI LAKES
6601 MAIN STREET
MIAMI LAKES, FL

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Record of Changes

Date	Description of Change	Page	Section
2011	CEMP Base Document	All Pages	
2024	Updated Format; Corrected Spelling & Grammar	All Pages	
2024	Added Record of Changes	Page 7	Record of Changes
2024	Added Hazard/Level of Risk Table; Updated List of South Florida Hurricanes; Added Thunderstorms and Lightning Storms Section.	Page 9	Hazard Identification and Risk Assessment
2024	Added Epidemics/Diseases Section	Page 11	Hazard Identification and Risk Assessment
2024	Added Cyber Terrorism (Low Risk)	Page 12	Hazard Identification and Risk Assessment
2024	Updated EOC and Secondary EOC Addresses	Page 13	Summary of the Concept of Operations, Including Reliance on NIMS and ICS, and Countywide Coordination of Operations
2024	Updated Municipal Resources Data; Updated Town Structure Statistics	Page 17	Situation and Assumptions
2024	Added Pre-Hurricane Season Sandbag Distribution Initiative	Page 20	Emergency Preparedness Program
2024	Added Unnamed Storm Protocol Activation Plan	Page 23	Municipality's Incident Management Activities
2024	Updated Line of Succession for Municipal Positions; Updated Alternate Liaisons under Coordination and Cooperation with Miami-Dade County.	Page 28	Chain of Command & Coordination
2024	Updated Hialeah EOC Town Liaisons	Page 32	Coordination and Cooperation with Miami-Dade County
2024	Updated Location of Bulletin Boards	Page 31	Description of Pre-identified Emergency Facilities
2024	Updated List of Town Departments; Updated the Municipal Preparedness Organization List of Personnel	Page 31	Organization and Staffing
2024	Added Updated Town EOC Structure; Updated Roles and Responsibilities Table	Page 34	Roles and Responsibilities
2024	Updated Incident Command System Assignments Table	Page 35	Roles and Responsibilities

2024	Updated Responsibilities of the Parks & Recreations Director and the Public Works Director as the Co-Operations Section Chief	Page 38	Other Individual Municipal Officials or Non-Municipal Officials
2024	Updated Responsibilities of the Building, Zoning, & Code Compliance Director as Logistics Section Chief	Page 40	Other Individual Municipal Officials or Non-Municipal Officials
2024	Updated Lead of Emergency Support Function (ESF) 7 and 11; Updated Emergency Preparedness Committee List.	Page 42	Other Individual Municipal Officials or Non-Municipal Officials
2024	Updated Section Branch in charge of Debris Management	Page 44	Operational Actions
2024	Added subsection for Additional Communications and Coordination Actions	Page 47	Initial Actions
2024	Removed Community Relations Duplicate.	Page 52	Short-Term Recovery Operations
2024	Updated Staff Responsible for Coordination of Training	Page 55	Training
2024	Updated Staff Responsible for Coordination of the Municipal Exercise Program; Updated Staff Responsible for Post-Exercise and Post-Event Evaluation and Plan Revision	Page 57	Exercises
2024	Updated Staff Responsible for Evaluation and Plan Revisions	Page 58	Post-Exercise and Post-Event Evaluation and Plan Revision
2024	Updated Parks & Recreation Department terms	Page 75	Departmental Preparation
2024	Updated Planning & Transportation Department terms	Page 77	Departmental Preparation
2024	Updated Public Works Department terms	Page 78	Departmental Preparation
2024	Updated Courses Completed by Staff	Page 81	Education and Training Annexes

Executive Summary

Plan Purpose

The Comprehensive Emergency Management Plan (CEMP) of the Town of Miami Lakes provides a structured approach to addressing large-scale disasters and emergencies. This plan:

- **SERVES AS A GUIDE:** Detailing the strategies, policies, operational objectives, and methods through which the Town will respond to and recover from disasters.

- **TAKES AN ALL-HAZARDS APPROACH:** Embracing a holistic framework that considers all forms of threats and risks, including natural, technological, and human-caused.
- **ENSURES COMPLIANCE:** Aligning with the National Incident Management System (NIMS) and adhering to Federal, State, and County regulations and best practices.
- **FOCUSES ON THE COMMUNITY:** Aiming to reduce the vulnerability of our residents and their property, provide an efficient and effective response to disasters, and ensure long-term resilience and recovery.

The goal of this plan is to safeguard the lives, property, and environment of the Town of Miami Lakes through a coordinated, integrated, and effective emergency management system.

Hazard Identification and Risk Assessment

The Town of Miami Lakes is vulnerable to a host of hazards, which pose a risk to the residents and property. The Town of Miami Lakes is a participant in the Miami-Dade County Local Mitigation Strategy Working Group which has drawn from a broad range of sources, including federal agencies, state agencies, local agencies, and private sector organization in identifying hazards and assessing risk and vulnerability to those hazards. All hazards, which may impact the Town, have been considered and those with the highest risk are discussed below and include hurricanes, tornadoes, flooding, wildfires, sinkholes, hazardous materials incidents (fixed facility and transportation), nuclear power plants, civil disturbances and terrorism, and transient populations and mass migration events.

The Town of Miami Lakes has drawn upon this analysis to identify the hazards threatening the jurisdiction and estimated the risk these hazards pose to the Town. The Town has also estimated the vulnerability of important facilities and systems to the identified hazards. In summary, the highest risk natural and man-made hazards that threaten the Town are listed below in descending order of risk (highest risk to lowest risk).

Hazard	Level of Risk
Hurricanes and Tropical Storms	High
Thunderstorms and Lightning Storms	High
Tornadoes	High
Flooding	High
Epidemics/Diseases	High
Cyber Terrorism	Medium
Wildfires	Medium
Sinkholes	Medium
Nuclear Power Plants	Medium
Hazardous Materials	Medium

Civil Disturbance and Terrorism	Low
Transient Populations and Mass Migration	Low

High Risk Hazards

Hurricanes and Tropical Storms

Florida is one of the most vulnerable areas in the nation to the impacts of hurricanes and tropical storms. Hurricane season runs from June through November. Primary and secondary effects from a hurricane include storm surge, high winds, and inland flooding. The Town of Miami Lakes is not subject to hurricane storm surge, which greatly reduces the potential vulnerability of people, property, the environment, and the entity itself. High winds and inland flooding pose the greatest hurricane related threat to the Town. These impacts can be widespread impacting people and property in areas far beyond the municipal boundaries. Environmental damage may be significant due to widespread destruction of vegetation, contamination of water systems, and vulnerable environments.

The Town of Miami Lakes' vulnerability to high winds is increased in the older portions of Town (generally east of the Palmetto Expressway) due to the widespread distribution of homes and businesses that were constructed prior to the new building code, which mandates higher wind loading standards. The Town of Miami Lakes does not have any mobile homes as is the case in other portions of Miami-Dade County. Town facilities may also experience damage due to high winds since some of the facilities are not built to withstand high winds. Infrastructure is likely to be damaged or destroyed, communications system disrupted, and employees injured. The National Weather Service calculates the probability of hurricane force winds impacting any given year for selected coastal cities. The closest selected city to Miami Lakes that is calculated is Miami which has a 1 in 6 probability of being impacted. Since Miami Lakes is not a coastal community and does not have any tidal water bodies within its geographic boundaries, it is not vulnerable to storm surge. In recent years, the Town of Miami Lakes has been impacted by Hurricanes Frances (2004), Jeanne (2004), Katrina (2005), Wilma (2005), and Irma (2017) which caused damage to the Town's residences and infrastructure.

Thunderstorms and Lightning Storms

Florida, the most lightning-prone state in the United States, faces significant risks from lightning and severe thunderstorms. Annually, lightning strikes lead to more fatalities in Florida than any other weather-related hazard. In Miami Lakes, severe thunderstorms accompanied by lightning are common and often cause the most consistent damage. Frequently, the Town of Miami Lakes experiences windstorm damage due to downbursts and squall lines, which can result in fallen trees and disrupted power lines, affecting residents' daily lives and safety. Additionally, there are instances where lightning strikes have caused significant damage to electrical transformers and roofs, leading to power outages and structural repairs.

Tornadoes

The most common, least destructive tornadoes in South Florida are warm season tornadoes which occur from May through August during afternoon thunderstorms. The most destructive tornadoes occur between December and April, due to cold fronts from the north colliding with warm tropical air in the south. Miami-Dade County is likely to experience approximately two touchdowns per year. These may occur anywhere within the County including the Town of Miami Lakes. All areas of the county are subject to both vulnerability and maximum threat; however, less than one percent of the population and property values can be expected to be impacted by any single tornado event. Within the localized area of tornado touchdowns, people, property, facilities, and infrastructure damage can be severe. Environmental damage may also be significant due to destruction of vegetation. Once again, the Town of Miami Lakes' vulnerability to high winds is increased in the older portions of Town (generally east of the Palmetto Expressway) due to the widespread distribution of homes and businesses that were constructed prior to the new building code, which mandates higher wind loading standards. The Town of Miami Lakes does not have any mobile homes as is the case in other portions of the county. Town facilities may also experience damage due to high winds since some of the facilities are not built to withstand high winds.

Flooding

The Town of Miami Lakes is six feet (6') above sea level and is subject to in-land flooding throughout the Town. Though the Town of Miami Lakes has experienced localized flooding in severe rain events, there has been no known widespread historical flooding in the Town of Miami Lakes.

Epidemics/Diseases

In the Town of Miami Lakes, public health monitoring is a critical aspect of community safety, especially given the potential reintroduction of controlled or eradicated diseases and the emergence of new diseases. The Town remains vigilant against health threats such as COVID-19. Emphasis on public health education to promote health and hygiene best practices have been put in place to mitigate a potential pandemic.

Medium Risk Hazards

Cyber Terrorism

Cyber Terrorism represents a growing threat in today's increasingly digital world. The Town of Miami Lakes, like many municipalities, relies on computer systems and networks to manage essential services and communications. A cyber terrorism attack could disrupt these systems, potentially leading to a loss of critical data, interruption of services, and significant financial and operational impacts. While the risk of a cyber terrorism event directly targeting the Town is considered low, the potential consequences warrant ongoing vigilance, cybersecurity measures, and contingency planning. The Town's Information Technology and Communications

Departments continuously monitor and upgrade systems to mitigate these risks and ensure the resilience of digital infrastructure.

Wildfires

South Florida's typical fire season is the dry season, from January through May. The largest number of lightning-caused fires occurs from July through August, which coincides with the height of the thunderstorm season. The Town of Miami Lakes is a suburban area with some exposure to wooded landmasses and grassland areas to the west of the Town. The likelihood of occurrence, therefore, is medium as well as the vulnerability of the property, environment, and infrastructure. Due to the airborne particles released into the air by wildfires in surrounding areas, individuals with asthma and other respiratory infections may have trouble breathing when air quality is impacted by fires.

Sinkholes

Sinkholes are common where the rock below the land surface is limestone, carbonate rock, salt beds, or rocks that can naturally be dissolved by ground water circulating through them. As the rock dissolves, spaces and caverns develop underground. Sinkholes are dramatic because the land usually stays intact for a while until the underground spaces just get too big. If there is not enough support for the land above the spaces, then a sudden collapse of the land surface can occur. Sinkholes are more common in the northern and central areas of Florida; however, South Florida is not exempt from said risk.

Nuclear Power Plants

The Town of Miami Lakes lies just outside the 50-mile Emergency Planning Zone (EPZ) for the Turkey Point Nuclear Power Facility. This EPZ includes the ingestion exposure pathway in which the population and animals will be vulnerable to the long-term health effects associated with the ingestion of contaminated food and water. Property is less vulnerable in the Town of Miami Lakes because the distance from the facility is sufficient to protect the property within the Town. The long-term environmental exposure to contaminants could pose a threat.

Hazardous Materials

Hazardous materials incidents can occur anywhere where there is a road, rail line, port, airport, or fixed facility using, storing, or manufacturing hazardous materials. To that end, the Town of Miami Lakes is at risk to an accidental chemical release. There is a high likelihood of an accidental hazardous material release associated with the transportation of materials through the Town via the Palmetto Expressway or NW 67th and 57th Avenues. Also, in the southeast commercial areas of the Town there are several facilities that work with hazardous materials.

Gaseous chemical substances pose a high risk to individuals who inadvertently inhale, ingest, or come in contact with the fumes. These substances, however, in time, will tend to evaporate and no longer pose a significant threat to people, property, or the environment. Solid and liquid hazardous materials including, but not limited to, fertilizers, pesticides, and

herbicides, may also pose a high hazard and potentially be detrimental to property and the environment. Vulnerable natural environment, water bodies, and groundwater systems may all be contaminated by hazardous materials and require extensive remediation. The Town itself is not likely to experience significant impacts from a hazardous materials event.

Low Risk Hazards

Civil Disturbance and Terrorism

The State of Florida is vulnerable to civil disturbances and terrorism due to its diverse population and close proximity to politically unstable nations. Although potential targets are unpredictable, high-density population centers and military installations are assumed to be at the highest risk. The Town of Miami Lakes does not contain likely terrorist targets. Terrorism increases the likelihood of mass casualty and mass evacuation from a target area. Armed violence abroad results in the threat of spontaneous mass immigration to southern Florida, including Miami-Dade County. Mass immigration increases the need for law enforcement, detention, and mass care. These events are typically preceded by periods of increasing tension abroad, which can be monitored. For threats of armed violence and weapons of mass destruction, it is very likely that joint jurisdictional management of the operation will take effect, coordinated at the County level between the Miami-Dade Police Department and the Florida Department of Law Enforcement (FDLE). For any of these scenarios, some degree of state, federal and local involvement may occur. The lead federal agency may be FEMA or the Department of Justice.

Transient Populations and Mass Migration

Armed violence abroad may also result in the threat of spontaneous mass immigration to southern Florida, including Miami-Dade County. Mass immigration increases the need for law enforcement, detention, and mass care. These events are typically preceded by periods of increasing tension abroad, which are monitored by the federal government within civilian and military based agencies.

Summary of Municipal Capabilities for Emergency Response and Disaster Recovery

The Town of Miami Lakes will respond to and recover from a major disaster through the aid of its municipal staff, external contractors, and Miami-Dade County for most municipal services including emergency response services. The Town contracts with Miami-Dade Fire Rescue Department for fire/rescue services and contracts with the Miami-Dade Police Department for law enforcement services. The Town has coordinated closely with all contract service providers to ensure that the emergency preparedness, response, and recovery capabilities can be effectively implemented during times of disaster.

Summary of the Concept of Operations, Including Reliance of NIMS and ICS, and Countywide Coordination of Operations

This plan will establish uniform policy and procedures consistent with the National Incident Management System (NIMS) for the effective coordination of resources to cope with a wide variety of natural, man-made, and technological emergencies. These emergencies may differ in size and severity and might affect the health, safety, or general welfare of the people of Town of Miami Lakes. The Town has established a comprehensive emergency management system to manage the response and recovery from all hazards and will operate at the Emergency Operations Center located at Town Hall, 6601 Main Street, Miami Lakes, FL 33014. The secondary EOC is located at the Robert Alonso Community Center, 16500 NW 87 Avenue, Miami Lakes, FL 33018.

Plan Distribution

Table Recording Distribution of Complete Copies

The Town of Miami Lakes CEMP will be distributed once every two (2) years, whenever significant revisions are necessary, or as directed by the Town Manager. The plan will be distributed to the following individuals/agencies:

Distribution List	Edition List	Distribution Date
City of Hialeah Office of Emergency Management		
Miami Dade Office of Emergency Management		
Florida Division of Emergency Management		
Town of Miami Lakes Staff		
Town of Miami Lakes Elected Officials		
Town of Miami Lakes Police Department (Miami-Dade Police Department)		
Miami-Dade Fire Rescue		

In addition, annually the Town Manager will re-evaluate emergency management assignments within the Emergency Operations Center with the goal of developing each position to a depth of three levels for each vital position. Each newly assigned or re-assigned individual will receive a copy of the plan at this time including:

- Incident Commander

- Planning Section Chief and staff
- Logistics Section Chief and staff
- Operations Section Chief and staff
- Finance / Administration Section Chief and staff
- Fire Chief
- Public Information Officer
- Police Commander

Distribution of Revisions

Revisions Distributed To	Sections Changed	Distribution Date

Plan Purpose

Municipal Emergency Response and Disaster Recovery Operations

The purpose of this Comprehensive Emergency Management Plan is to guide municipal emergency response and recovery operations. The plan establishes municipal policies and protocols under which emergency operations are to be conducted. Roles and responsibilities for implementing emergency operations are assigned to individuals, agencies, and contract organizations. This plan is designed to address all hazards yet must remain flexible. Policies, operational procedures, and responsibilities may be modified to meet disaster conditions.

Emergency Preparedness Program

This plan also defines the Town of Miami Lakes' emergency preparedness program which includes hazard mitigation, emergency preparedness, and a training and exercise program. Roles and responsibilities for each component of the preparedness program have been assigned to individuals within the Town or contract staff supporting municipal operations.

Compliance with Applicable County, State and Federal Requirements for Emergency Plans

The Town of Miami Lakes has prepared a comprehensive emergency management plan to document and detail its policies and operational concepts to be used during emergency response operations, as well as the organizational responsibilities for the plan implementation and maintenance.

This plan reflects the existing capabilities of the municipal agencies and the jurisdiction's community support organizations to conduct standard emergency operations and to implement the emergency plan. The Town of Miami Lakes relies upon contractual services to county agency providers to provide both daily and emergency responsibilities. This plan will define how to implement these operational procedures. (See Table 3 for further service provider information).

The Town of Miami Lakes has adopted NIMS. This plan is written in compliance with the requirements of the NIMS, the Florida Comprehensive Emergency Management Plan, the Miami-Dade County Comprehensive Emergency Management Plan, and the Federal Response Plan.

The Town of Miami Lakes Town Council has formally adopted this plan. Upon substantive revision or within four years of the time of adoption, this plan will be reviewed and again formally adopted by the Town Council. The plan may also be evaluated following major exercise of the plan and following any significant implementation of the plan and modified if indicated. Each approval and adoption will provide the local authority and instruction for plan implementation by response organizations. Modifications to the plan made between formal approvals by the governing body will constitute an administrative update to the previously approved plan and not require formal approval.

The municipal emergency plan will reference or incorporate written procedures, job aides, and field guides developed by the Town and required for use by Miami-Dade County or the State of Florida. Procedures are being developed for the activation, operation, and deactivation of the emergency operations center.

The municipal emergency plan defines the NIMS based concept of operations to be used by the Town during emergencies and the responsibility for its implementation. The Town Manager, or in his/her absence the Deputy Town Manager may activate the plan in accordance with activation procedures which are further detailed in Section 7.

Situation and Assumptions

Situation

The Town of Miami Lakes is an upscale community located in the extreme northwestern portion of Miami-Dade County bordered by NW 57th Avenue (Red Road) to the east, the Palmetto Expressway (State Road 826) and NW 170th Street to the north, Interstate 75 to the west and Interstate 75 and the Gratin Expressway and NW 138th Street to the south. There is retail commercial activity, primarily located along NW 57th Avenue (Red Road), in the Town Center portion of the Town along Main Street and along NW 154th Street (Miami Lakes Drive) to the west of Miami Lakeway South and to the west of the Palmetto Expressway. There is also significant office and industrial development in the Town, primarily along NW 57th Avenue, along NW 60th Avenue in the southeast portion of the Town and in the Miami Lakes Industrial Park, located west of the Palmetto Expressway and south of Miami Lakes Drive.

Important Characteristics of the Community

The Town of Miami Lakes is primarily a suburban community, with a strong focus on quality of life, education, and parks. The Town has significant tree canopy and maintains the “Tree City U.S.A.” designation. While most of Miami Lakes is composed of residential neighborhoods, the Town also has a significant mixed-use area in its downtown as well as several business/industrial areas. Residents can enjoy a host of parks of different sizes and activities within the municipal boundaries.

Size of Jurisdiction

Based on the 2020 U.S. Census, the Town of Miami Lakes is approximately 6 square miles in size with a population of 31,000 residents and a median resident age of 42. The median household income is approximately \$90,339 and median house value of \$660,000 (owner occupied).

Level and Type of Development

The Town is primarily a residential community with 9,354 residential dwelling units, including 5,847 single-family units and 3,507 multi-family and condo units. The Town has 793 commercial, industrial, and other structures. There are 4 public schools (1 elementary, 1 middle, 1 K-8 Center, 1 high) and several private enrichment center and schools with religious affiliations. There are significant amounts of commercial, retail, and industrial space in the Town. This information is based on data from the Miami-Dade County Property Appraiser’s Office as of July 1, 2024.

Municipal Resources

- A. **PERSONNEL:** The Town has approximately 89 employees (47 Full-time) engaged in various municipal functions including, but not limited to, Town Management/Administration, Building, Planning, Zoning and Code Compliance, Finance, Parks & Recreation and Public Works. The Town Administration (Town Manager) acts as the lead agency in emergency situations and first responder for ESF-3 functions.
- B. **FACILITIES:** The Town maintains responsibility for various buildings, facilities and structures including, but not limited to, Town Hall, the Miami Lakes Optimist Park Clubhouse, Robert Alonso Community Center, Mary Collins Community Center, and Miami Lakes Youth Center Park East and approximately 102 parks.
- C. **SYSTEMS:** The Town maintains a generator backup system to ensure continued operation of its emergency operations center.
- D. **EQUIPMENT:** The Town maintains a fleet of three pickup trucks, chainsaws, trimmers, weed eaters and a variety of small hand and power tools.
- E. **CONTRACTED SERVICES:** The Town maintains the following contractual services on an ongoing and/or as-needed basis:
 - a. Miami-Dade Fire Rescue - Fire/Rescue Services

- b. Miami-Dade Police - Police Services
- c. Miami-Dade Solid Waste - Curbside Garbage/Trash/Bulk/Recycling Services
- d. Ashbritt - Disaster Debris Management Services
- e. Debris Tech - Disaster Debris Monitoring Services
- f. South Florida Maintenance (SFM) Services – Tree Maintenance, Canal Maintenance,
- g. Juniper Landscaping – Landscaped Areas & Royal Oaks Park Maintenance
- h. Brightview Landscaping - Miami Lakes Optimist Park Maintenance

Assumptions

Assumptions Regarding Emergency Conditions

Disasters impacting the Town will endanger public safety, damage property, and disrupt community services. The level of impact will vary in location, type, and magnitude. This variability will necessitate a flexible approach to implementation of the CEMP. The concept of operations outlined in this plan assumes that a major or catastrophic emergency has occurred or is likely to occur, and the need exists for the immediate activation of this plan and mobilization of emergency response resources. Damage may be extensive, and many areas could experience casualties, property loss, disruption of normal life support systems, and loss of economic, physical, and social infrastructures.

Local emergency response personnel will experience casualties and damage to their homes and personal property and will themselves be victims of the disaster.

All public, private, and non-profit organizations that support this plan have developed emergency operations procedures to implement and allocate resources.

If the emergency is major or catastrophic in nature, it is assumed that the County will request state assistance and the Governor will request activation of the National Response Plan and federal resources. The Federal Emergency Management Agency will coordinate deployment of federal assets to the affected areas to aid local governments.

In addition to state and perhaps federal assistance, the Town may request mutual aid from other political subdivisions throughout the state.

Disaster conditions may require the Town to fulfill emergency response and disaster recovery operations independently and without assistance for up to 72 hours following impact of the event. Resources may be inadequate to meet the needs of citizens within the Town. Prioritization will be based upon life-sustaining need in accordance with the policies established in the CEMP.

Protective actions for the public could potentially involve thousands of individuals, and it is assumed the public will attempt to comply with all protective action instructions. Facilities,

institutions, or locations that are required by statute or other standards to have emergency response plans and procedures will maintain and implement those plans.

Following the impact of a disaster, significant modifications in normal Town agency operations will be necessary to assist disaster victims, restore community services, coordinate debris removal, and similar operations. This may require Town agencies to employ temporary staff, use alternate facilities, or deliver services directly to damaged areas.

Plan Implementation Assumptions

Personnel with assigned emergency response duties will report to duty. The Town of Miami Lakes Emergency Operations Center will remain functional for the duration of the emergency response. The Town can maintain communications and control with key responding personnel and the County Emergency Operations.

Scope of Preparedness and Incident Management Activities

The purpose of this section is to detail the emergency response and disaster recovery capabilities of the jurisdiction. The Town has developed the basic capabilities, programs, and resources to provide both daily and disaster response and recovery capabilities in compliance with the National Incident Management System and the County Comprehensive Emergency Management Plan.

Emergency Preparedness Program

The Municipal Emergency Preparedness Organization

In compliance with NIMS, the Town of Miami Lakes has established an emergency coordinating group that is responsible for the planning, training, exercises, and maintenance of the improvement program needed to ensure the Town is ready to respond to emergencies. The emergency planning committee operates throughout the year. The organization is led by the Special Projects Manager and incorporates representation from all public safety organizations providing services to the Town, County, and State emergency management representatives, and private service providers. For a complete list of the members see section 7.5.1 Preparedness Actions.

Summary of the Emergency Preparedness Program

The emergency planning committee is responsible for guiding the emergency preparedness program which includes the following components: emergency facilities, planning, procedure development, training, and exercises. The Town of Miami Lakes has identified an Incident Management Team which is responsible for coordinating disaster response and recovery activities. The Town of Miami Lakes will conduct emergency planning activities on an ongoing basis to ensure that the Comprehensive Emergency Management Plan, as well as all supporting procedures, are maintained, and employees are regularly trained. The Town will exercise the vital

components of the plan by conducting a Tabletop exercise to test the emergency plan. The tabletop exercise will occur in the spring of each year and following the exercise, the group will conduct an after-action critique to summarize the corrective actions needed to improve the operational readiness of the response and recovery Team. NIMS and the Homeland Security Exercise and Evaluation Program (HSEEP) require that the emergency response capabilities be evaluated on an ongoing basis, as well as after each exercise and/or actual emergency. The Town will evaluate all actual response events and exercises, prepare an after-action report, and improvement plan which assigns responsibility for correcting problems or addressing shortcomings. The Town will also meet all NIMS compliance criteria related to the classification and typing of personnel and resources.

Outreach to Community Businesses and Institutions

The Town of Miami Lakes actively reaches out to the community through several public and business outreach efforts. A website has been established at www.miamilakes-fl.gov to provide ongoing disaster related information. The Town also participates and encourages citizens to participate in county and state sponsored preparedness events. It is assumed local radio stations will inform the community through public service announcements.

Pre-Hurricane Season Sandbag Distribution Initiative

Objective

The Pre-Hurricane Season Sandbag Distribution Initiative is designed to strengthen community preparedness within the Town of Miami Lakes by providing residents with access to sand and sandbags. This initiative empowers residents to take proactive steps in protecting their properties from potential flooding and wind damage during the upcoming hurricane season.

Preparation

The Town of Miami Lakes Parks and Recreation Department will take the lead in coordinating this event, working closely with other relevant departments and volunteer organizations to ensure a smooth and effective operation. Volunteers will be actively recruited to assist in various aspects of the event, including traffic management, registration, information dissemination, and general assistance, ensuring all operational needs are met.

To meet the community's needs, an adequate supply of sand will be secured, and the number of sandbags required will be determined based on anticipated demand. A limited number of shovels and sandbag-filling tools will be made available for residents who do not bring their own. The event setup will involve the arrangement of tents, tables, and signage for registration and volunteer coordination, as well as the provision of coolers stocked with ice and water bottles to keep volunteers, staff, and residents hydrated throughout the event.

Marketing and Communication

Event details will be disseminated through the Town's official website, social media platforms, and local publications, including The Miami Laker. Additionally, flyers and posters will be displayed at various Town facilities to raise awareness. Key messages will focus on the importance of early preparation for the hurricane season, providing specific details about the event, including the date, time, location, and suggested items for residents to bring, such as shovels and gloves. Community participation and volunteerism will be strongly encouraged.

Event Execution

Setup will begin at 7:30 AM, with the event site prepared by arranging tents, tables, signage, and sand distribution areas. Ensuring that sand and sandbags are readily available for distribution will be a priority. At 8:30 AM, volunteers will receive a briefing outlining their roles, safety protocols, and the overall flow of operations. Necessary tools and safety gear will be distributed to ensure volunteers are fully equipped.

Resident check-in will be managed by the Town's Police Department at the event entrance, where clear instructions will be provided on how to properly fill and secure sandbags. Traffic flow will be controlled through clear signage and volunteer guidance, with measures in place to prevent dehydration by providing water and snacks. First aid kits will be available on-site to handle any minor injuries that may occur.

Post-Event Procedures

Following the event, volunteers will be organized to clean up the site, ensuring that unused materials are collected, and event setups are dismantled. Any remaining sand will be properly stored for future use, ensuring that all resources are managed effectively and efficiently.

Municipality's Incident Management Activities

Emergency Services Provided

During times of disaster, the Town of Miami Lakes will provide emergency management through a coordinated effort with Town personnel, contract staff, elected officials, and volunteers.

Reliance on External Organizations for Emergency Services

The Town of Miami Lakes, presently relies upon the Miami-Dade Police Department to provide law enforcement services and Miami-Dade Fire Rescue to provide fire and emergency medical services to the community on a contractual basis. Both, the Miami-Dade Police Department and Miami-Dade Fire Rescue operate in accordance with the National Incident Management System.

Although the Town does not have direct management control over fire rescue resources, the locally available resources, including those at Miami-Dade Fire Rescue Station 64 (15325 NW 77th Ct, Miami Lakes, FL 33016) and Miami Lakes Fire Station (16599 NW 67th Ave, Miami Lakes,

FL 33014), remain committed to the Town during large-scale disasters. Direct contacts with these stations facilitate timely communication and coordination during emergencies.

In the event of severe or widespread disasters, additional resources may be requested from Miami-Dade County or activated through the Statewide Mutual Aid Agreement. Resources from adjacent municipalities may also be deployed to assist. Daily services will continue during emergencies, but the ability to augment those services depends on the availability of county resources. The Town may also engage community service organizations, volunteer groups, and private vendors under existing contracts to provide supplemental emergency services as needed.

Activation of the Municipal Emergency Operations Center (EOC)

The Town of Miami Lakes will activate its emergency operations center and its incident management team to respond to the disaster needs of the community. Numerous conditions may warrant activation prior to an event, during an event, or once an incident has already occurred.

Various natural disasters and terrorism threats may provide advance warning either through monitoring systems or through verbal notification. The Town Manager, in coordination with the public safety organizations, will evaluate the advance threat conditions and determine if EOC activation is warranted.

Whenever an emergency, a special situation, or event in the jurisdiction requires inter-agency coordination for additional resources, the Town Manager may determine to activate the incident management team. The team will ensure that the decision-making process is adequately coordinated.

If multiple scenes are developing throughout the jurisdiction, which cannot be adequately coordinated from a single field command post, the Town Manager may activate the Incident Management Team.

Coordination of Municipal Emergency Response Operations

In the Town of Miami Lakes coordination of field operations at an incident scene is the responsibility of the Incident Commander with operational control. The Incident Commander will be the Town Manager. The Incident Commander on-scene will directly notify the emergency response team of any incident which may potentially meet activation conditions. Upon activation, the Incident Management Team will coordinate actions to provide additional resources to incident scenes, to allocate resources among multiple scenes, and to coordinate municipal operations with other jurisdictions, higher levels of government, and contractor providing disaster support resources. All emergency operations are coordinated in accordance with the principles of the National Incident Management System (NIMS).



Coordination of Municipal Emergency Operations with Private Sector Emergency Operations

In accordance with NIMS, the State CEMP, and Miami-Dade County CEMP, the Town of Miami Lakes coordinates primarily through the Hialeah Emergency Operations Center to determine status of public and private utilities including ESF 1: Transportation, ESF 2 Communications, ESF 3 Public Works and Engineering, ESF 8 Health and Medical Care, ESF 12 Energy. The Town will maintain a municipal liaison(s) at the Hialeah EOC to monitor and coordinate emergency response and recovery activities affecting the Town.

Operations in Support of Countywide Emergency Response

During a disaster, there will be emergency operations implemented by Miami-Dade County, the state or federal agencies that provide services on a countywide or multi-jurisdictional basis. Such operations include evacuation traffic management, evacuee sheltering, operation of points of distribution, etc. The Town of Miami Lakes will coordinate closely with the Satellite Emergency Operations Center and support countywide functions for the benefit of the citizens of the Town of Miami Lakes.

Points of Distribution: Miami Lakes Optimist Park and Royal Oaks Park

The Town will be operating two Points of Distribution (POD) within the Town: Miami Lakes Optimist Park, 6411 NW 162 Street, Miami Lakes, FL and Royal Oaks Park, 16500 NW 87 Avenue, Miami Lakes, FL. The POD's will provide life sustaining emergency relief supplies to the residents of Miami Lakes impacted by a major disaster and widespread utility outages. The POD and all emergency response operations will be managed in compliance with Miami-Dade County standards and the National Incident Management System.

If needed, additional PODs can be established at the Mary Collins Community Center and the Youth Center Park East to further assist in the distribution of emergency relief supplies and enhance service coverage for the community.

Evacuation Shelters

Evacuation shelters are located at various locations throughout Miami-Dade County and said locations may be viewed at the Miami-Dade County website www.miamidade.gov/oem.

Unnamed Storm Protocol Activation Plan

Objective

The Unnamed Storm Protocol Activation Plan is designed to ensure a timely, coordinated, and data-driven response to unnamed storm events in the Town of Miami Lakes. The plan focuses on minimizing risks to the community by facilitating the swift activation of storm response efforts, thereby protecting life, property, and infrastructure.

Protocol Activation Steps

Monitoring and Alert

The Town will maintain constant vigilance over weather forecasts, particularly monitoring projected rainfall and comparing these figures with the capacity of the town's drainage systems. Weather updates will be continuously tracked through the Miami-Dade County Department of Emergency Management (DEM). Upon identifying an unnamed storm as a potential threat, immediate notification will be sent to key personnel and departments.

Initial Assessment

A preliminary assessment will be conducted to gauge the potential impact on the Town of Miami Lakes. This assessment will be coordinated with the Town Manager and Deputy Town Manager, who will evaluate the necessity for protocol activation.

Activation Notification

Once a decision is made to activate the protocol, a notification will be issued to all executive staff and relevant departments, including Police, Parks and Recreation, Public Works, and Communications. Additionally, the activation status will be communicated to the Mayor and Town Council to ensure full transparency.

Communication

The Town's website and social media platforms will be utilized to inform residents about the impending storm and the activation of the protocol. Residents will be provided with guidance on necessary precautions and informed about available resources, such as sandbag distribution at Royal Oaks Park. The town's text message alert system will be employed to send real-time notifications and updates directly to residents' mobile devices.

Resource Allocation

In preparation for potential Miami-Dade County Emergency Operations Center (EOC) activation, resources and support will be allocated accordingly to ensure readiness.

Continuous Monitoring and Updates

Throughout the storm's progression, continuous monitoring will be maintained, and regular updates will be provided to all departments, key personnel, and the community to ensure everyone remains informed and prepared.

Post-Storm Assessment and Recovery

Once the storm has passed, a thorough assessment of its impact will be conducted. Recovery efforts will then be coordinated, including debris removal, infrastructure repair, flood drainage, and the provision of community support services. The protocol's effectiveness will be reviewed, and any areas requiring improvement will be identified to enhance future responses.

Key Responsibilities

Department	Responsibilities
Parks & Recreation	• Monitor weather conditions and provide updates. • Coordinate initial assessments and activation decisions. • Ensure availability of emergency supplies and equipment. • Secure parks and recreational facilities. • Assist in sandbag distribution and public communication at Town facilities.
Public Works	• Ensure availability of emergency supplies and equipment. • Assist in infrastructure protection and flood recovery efforts.
Communications	• Disseminate information to the public through various channels. • Provide regular updates and guidance to residents.
Police	• Ensure public safety and security during the storm.

Policies And Protocols

Policies

Plan Use for Coordination of Response of Agencies to all Types of Emergencies

Upon activation, this CEMP will be the sole document controlling and guiding all Town emergency operations. All procedures, implementation guides, checklists and similar documents utilized by the agencies and organizations assigned duties and responsibilities within the plan will be consistent with and supportive of its policies, protocols and procedures.

Priorities for Emergency Response

During the emergency decision-making process, the unified command team will adhere to the following priority principles in the assignment of resources:

- **PRIORITY 1:** The protection of health and safety of all persons and emergency responders in the Town is the highest priority for emergency operations.
- **PRIORITY 2:** The protection of public property and critical community infrastructure.
- **PRIORITY 3:** The protection of private property and the valuable environmental characteristics of the community.

Use of NIMS and ICS for Management of Emergency Response

The Town of Miami Lakes has adopted NIMS and will apply the ICS operational concepts during all emergency response operations.

Responsibilities of Municipal Employees for Emergency Response

All assigned personnel must report for emergency response duty and then request relief later to attend to personal concerns.

Assistance Provided Without Preferential Treatment

The Town of Miami Lakes will provide emergency services and assistance to all disaster victims within the jurisdiction without discrimination for demographic characteristics or economic status, but rather based solely on the urgency of the victims' needs.

Municipal Resources

The Town of Miami Lakes has limited resources and facilities. During a disaster the use of Town facilities, personnel, equipment, and supplies will be consistent with the policies, protocols and operational concepts defined in this plan. The Town must exhaust all locally available resources prior to requesting emergency assistance from other jurisdictions or higher levels of government. This includes the use of resources available through existing mutual aid agreements and pre-emergency contracts with other organizations. Upon request from Miami-Dade County and/or adjacent jurisdictions, the Town of Miami Lakes may deploy Town-controlled resources and assistance outside of the municipality provided the urgent needs of the Town and its residents have been adequately addressed, and requested resources are no longer needed to support emergency operations within the Town of Miami Lakes.

Operations Following Failure of Municipal Continuity of Government

A catastrophic disaster could severely disrupt the ability to maintain the continuity of municipal government for a period. If a disaster event so severely impacts the Town of Miami Lakes, the following municipal officials must make the determination, based upon assessment and recommendations from the Town Manager, that they are unable to maintain minimum continuity of government for a limited period:

1. The Mayor as the official chief elected officer.
2. In the absence of the Mayor, the Vice Mayor

At any time, the Town Council may determine that the municipal government cannot be sustained for a limited period. Once the determination has been made, the Town may request that the Miami-Dade County Board of County Commissioners temporarily assume all local governmental responsibilities in accordance with the laws of the State of Florida. This transfer of responsibility will occur within the designated timeframe only and must be re-evaluated upon termination of the designated timeframe.

In the event Miami-Dade County representatives cannot establish communication with the municipality within 24 hours following a catastrophic event to confirm the continuity of municipal government, the county will assume local governance until requested by the Town to return control to the Mayor or other designated individual(s).

Protocols

Leadership for Management of Municipal Emergency Operations

Due to the time sensitive constraints of life safety decisions during times of emergencies, it is essential that decision-making authority be clearly defined:

1. In the event of an emergency affects only one political subdivision, it is the responsibility of the Town Manager to declare a municipal state of emergency.
2. In the event that life safety is threatened and the Town Manager cannot be immediately located, the Deputy Town Manager and in his/her absence the most senior executive staff member may declare the local state of emergency and activate the CEMP.
3. Any declaration of a state of emergency must be confirmed by the Town Council by resolution no later than the next scheduled regular or special meeting, unless the nature of the emergency renders such a meeting impossible.
4. The duration of a state of emergency, as outlined in Sec. 2-204 and Sec. 2-205 of the Town Code, is limited based on the type of emergency:
 - a. **Hurricane or weather-related emergencies:** Remain in effect from day to day until terminated by a vote of the Town Council or certification by the Town Manager.
 - b. **Police emergencies:** Expire after 72 consecutive hours unless extended and confirmed by the Town Council.
 - c. **All other emergencies:** Expire seven days after issuance and may be extended in seven-day increments, not exceeding a total of 42 days.
5. Extensions or terminations of emergency declarations must be communicated to the public through the same means as the original declaration.

This state of emergency must be ratified or rescinded by the Town council within twenty-four (24) hours when it is promulgated by the Mayor. Florida Statute Chapter 252.38 states that to request state assistance or invoke emergency-related mutual-aid assistance, jurisdictions should declare a state of local emergency. The duration of each state of emergency declared locally is limited to 7 days. It may be extended, as necessary, in 7-day increments.

Further, Florida Statute Chapter 252.38 states that under a state of emergency, the municipality has the power and authority to waive the procedures and formalities as they related to the following:

Performance of public work and taking whatever prudent action is necessary to ensure the health, safety, and welfare of the community.

- A. Entering contracts.
- B. Incurring obligations.
- C. Employment of permanent and temporary workers.
- D. Utilization of volunteer workers.
- E. Rental of equipment.
- F. Acquisition and distribution, with or without compensation, of supplies, materials, and facilities.
- G. Appropriation and expenditure of public funds.

The Miami-Dade County Board of County Commissioners, the Governor of the State of Florida, and the President of the United States may also declare a State of Emergency depending upon the geographic impact of the disaster. These States of Emergency may impact the Town of Miami Lakes. When any of these levels of government declares a State of Emergency for the geographic area inclusive of the Town of Miami Lakes, the Town shall also declare a state of emergency to legally indicate that the Town is activating its Comprehensive Emergency Management Plan and employing all emergency powers necessary to protect the safety of its citizens and property.

Granted under Florida Statutes Chapter 252, the Town of Miami Lakes may order a mandatory evacuation when public safety is threatened by a natural, technological, or man-made disaster event within the boundaries of the Town. Miami-Dade County and the State of Florida may also order mandatory evacuations, establish curfews, and activate the Comprehensive Emergency Management Plan.

Once the state of emergency has been declared and the CEMP has been activated, the Town Manager, acting as the Incident Commander, may implement all policies and procedures detailed in this plan. The Town Manager will direct activation of the Town's EOC, and its subsequent operations, and will approve the incident action plans for the Town.

Members of the Town Council will have an advisory role to the Town Manager, and will serve as community liaisons for their respective council district.

The Town's on-scene incident command staff will have responsibility for management and supervision of all onsite operations, in accordance with the approved incident action plan.

Chain of Command for Municipal Emergency Operations

In accordance with NIMS, the incident commander of the Town of Miami Lakes at the Emergency Operations Center is in command and control of all operational activities associated with the disaster. On-scene incident command staff, at any field disaster site, including, but not limited to, staging area or POD, are under the direct command of the Incident Commander at the Emergency Operations Center. On-scene incident command staff will direct on-site operations in

accordance with NIMS and the incident action plan approved by the Incident Commander at the EOC.

Lines of Succession for Municipal Positions

The purpose of lines of succession is to ensure continuity of decision-making authority when critical decision-makers are incapacitated. The administration of the Town of Miami Lakes is managed by a few numbers of critical decision-makers. Following is the line of succession for the Incident Command in the Emergency Operations Center which is responsible for implementation of the Comprehensive Emergency Management Plan:

1. Town Manager
2. Deputy Town Manager
3. Building Director
4. Communications & Community Affairs Director
5. Parks & Recreations Director
6. Public Works Director
7. Finance Director

This list can be amended by the Town Manager.

If none of these individuals can assume command, the Miami-Dade County Board of County Commissioners may temporarily assume local governmental responsibilities in accordance with the laws of the State of Florida. This transfer of responsibility will occur within the designated timeframe only and must be re-evaluated upon termination of the designated timeframe.

Coordination and Cooperation with Miami-Dade County

In accordance with NIMS and Florida Statute Chapter 252, the Town of Miami Lakes will coordinate emergency operations with the Miami-Dade County Office of Emergency Management and neighboring jurisdictions as necessary. While personnel resources with the Town of Miami Lakes are limited, it is the goal of the Town to provide a liaison to the Miami-Dade County Emergency Operations Center to ensure that decisions are coordinated. The Town will deploy the Assistant to the Town Council and/or Assistant to the Town Manager to represent the Town at the County Regional EOC in Hialeah. Alternate Town liaisons include the Town Clerk or Communications staff. The Town liaison will communicate with the Town primarily through telephone communications.

County Control of Emergency Operations within the Municipality

The Town of Miami Lakes has no public safety agencies and would be unable to provide on-scene emergency services without assistance from the Miami-Dade Police Department. The Town has a contract with the Miami-Dade Police Department to provide law enforcement services during emergencies within the Town. The Town also has an agreement with the Miami-Dade Fire Rescue to provide fire, emergency medical service, EMS transport, and search and

rescue operations during a large-scale disaster. The Town has established an incident management team at the Emergency Operations Center consisting of key representatives for the primary response organizations and contractors who support emergency operations. This team will manage and coordinate all on-scene emergency operations necessary for the Town.

Concept Of Operations

Overview of the Concepts of Operations

Summary of the Basic Concept of Operations

- The Town of Miami Lakes has adopted NIMS and uses the basic ICS organizational framework for emergency operations.
- The Town of Miami Lakes has an emergency coordinating group, and this organization coordinates the Town's overall emergency preparedness program.
- The Town, in cooperation with the County, encourages the education of the public.
- The Town of Miami Lakes will provide a liaison, a Parks department staffer and/or Communications department staffer, to the County EOC during Level 3 activations. This liaison is responsible for coordinating all response actions and protective action decisions with the County and neighboring jurisdictions.

Classification of Emergencies and Disasters

According to F.S. 252.35(a), disasters are classified as follows:

- Minor Disaster: Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for State or Federal assistance.
- Major Disaster: Any disaster that will likely exceed local capabilities and require a broad range of State and Federal assistance. The Federal Emergency Management Agency will be notified, and potential federal assistance will be predominantly recovery oriented.
- Catastrophic Disaster: Any disaster that will require massive State and Federal assistance, including immediate military involvement. Federal assistance will involve response as well as recovery needs.

Facilities

Functions of the Municipal EOC

The function of the EOC is to:

- Coordinate and prioritize resource support operations for municipal field units at incident scenes and for disaster victims within the jurisdictions.
- Coordinate municipal emergency operations with those conducted by adjacent municipalities, Miami-Dade County, the State of Florida, and the Federal Government.

- Coordinate the receipt, processing and delivery of public information and emergency instructions relevant to the municipality.
- Coordinate the activation, operation, and deactivation of any other emergency facilities established by the municipality. The EOC will also coordinate municipal operations related to emergency facilities activated with the jurisdiction by Miami-Dade County, the State of Florida, or the Federal Government.

Levels of Municipal EOC Activation

The EOC may be activated directly to level 2 or level 1, whenever sequential activation is not indicated. Further, the plan will consider the levels of activation of the EOCs of adjacent jurisdictions and Miami-Dade County.

- **LEVEL 3 MONITORING AND ASSESSMENT:** Monitoring and assessment of the situation and standby for higher activations if indicated.
- **LEVEL 2: PARTIAL:** Partial activation of specific positions within the EOC depending on disaster conditions.
- **LEVEL 1 FULL-SCALE:** Full activation with all positions staffed and functional.

Locations of Municipal Primary and Alternate EOCs

- The primary Town Emergency Operations Center is located at Town Hall, 6601 Main St, Miami Lakes, FL 33014 (Coordinates: 25.912804, -80.307794).
- The secondary EOC is located at the Robert Alonso Community Center, 16500 NW 87th Ave, Miami Lakes, FL 33018 (Coordinates: 25.923828, -80.342342).

Pre-Designated Multi-Agency Coordination Systems and the Relationship to the Municipal EOC.

The Town has not designated any MACS beyond the EOC listed above.

Standard Operating Procedures for the Municipal EOC

See Appendix 1 for the EOC SOP.

Description of Pre-identified Emergency Facilities

The Town has strategically located emergency bulletin boards at various locations to disseminate critical information in the event of a loss of power, phones, or cable. These bulletin boards are situated at:

1. Southwest corner of Miami Lakes Optimist Park
2. LPR Message Board currently stationed at Miami Lakes Drive and the Palmetto Expressway
3. Miami Lakes Auto Mall Digital Screen (Miami Lakes Auto Mall is required to provide access for displaying emergency alerts, public service announcements, and other critical information during emergency situations.)



The Town will also operate two Points of Distribution (POD) within the Town: Miami Lakes Optimist Park, located at 6411 NW 162 Street, Miami Lakes, FL, and Royal Oaks Park, located at 16500 NW 87 Avenue, Miami Lakes, FL. These PODs will provide life-sustaining emergency relief supplies to residents of Miami Lakes impacted by a major disaster and widespread utility outages. All POD and emergency response operations will be managed in compliance with Miami-Dade County standards and the National Incident Management System.

Organization and Staffing

Normal Organization and Staffing

The Miami Lakes Town Council is comprised of one Mayor and six Councilmembers who are elected by the registered voters of the Town. Each year, one Councilmember is appointed to serve in the capacity of Vice Mayor. Elected positions are held for a period of four years, after which a new election is conducted.

The Town of Miami Lakes is composed of eight departments: the Police Department is contracted through the Miami-Dade Police Department and the Fire Department is managed by Miami-Dade Fire Rescue. All other departments are managed and staffed by municipal employees. See Appendix 2 for Organizational Chart of daily activities. Town Departments are as follows:

- Mayor and Town Council
- Town Manager's Office
- Town Attorney
- Office of the Town Clerk
- Public Works Department
- Building, Zoning and Code Compliance Department
- Parks and Recreation Department
- Administration

Town of Miami Lakes Service Providers	
Service	Provider
Governance & Continuity of Government	Town of Miami Lakes Town council
Law Enforcement & Security	Miami-Dade Police Department
Traffic Management and Safety	Miami-Dade Police Department
Fire Rescue & Paramedic Services	Miami-Dade Fire Rescue
Hazardous Materials Emergency Response	Miami-Dade Fire Rescue
Public Health Services	Miami-Dade County Health Department
Emergency Medical & Hospital Facilities	Baptist Hospital Urgent Care Facility
Electricity	Florida Power and Light
Telephone Communications	AT&T
Cable Television	Comcast Cable

Information Systems for Municipal Government	Town of Miami Lakes / CityView / GovQA
Development & Environmental Protection	Miami-Dade Department of Environmental Management
Mass Transit & Transportation	Town of Miami Lakes Planning and Transportation, Miami-Dade Transit
Road Repair & Maintenance	Town of Miami Lakes, Miami-Dade County, FDOT, Private Community Associations.
Stormwater & Canal Maintenance	Town of Miami Lakes, Aquagenix, Private Community Associations
Building Construction Inspection	Town of Miami Lakes Building Department
Code Enforcement	Town of Miami Lakes Code Compliance
Garbage, Bulk Trash & Recycling Services	Miami-Dade Solid Waste
Emergency Animal Care & Control	Miami-Dade Animal Services
Comprehensive Planning & Development	Town of Miami Lakes Planning and Transportation
Town Facilities Maintenance & Construction	Town of Miami Lakes Public Works
Maintenance of Public Rights-of-Way	Town of Miami Lakes Public Works, Miami-Dade County, Private Community Associations
Water & Wastewater Services	Miami-Dade Water Sewer

The Municipal Preparedness Organization

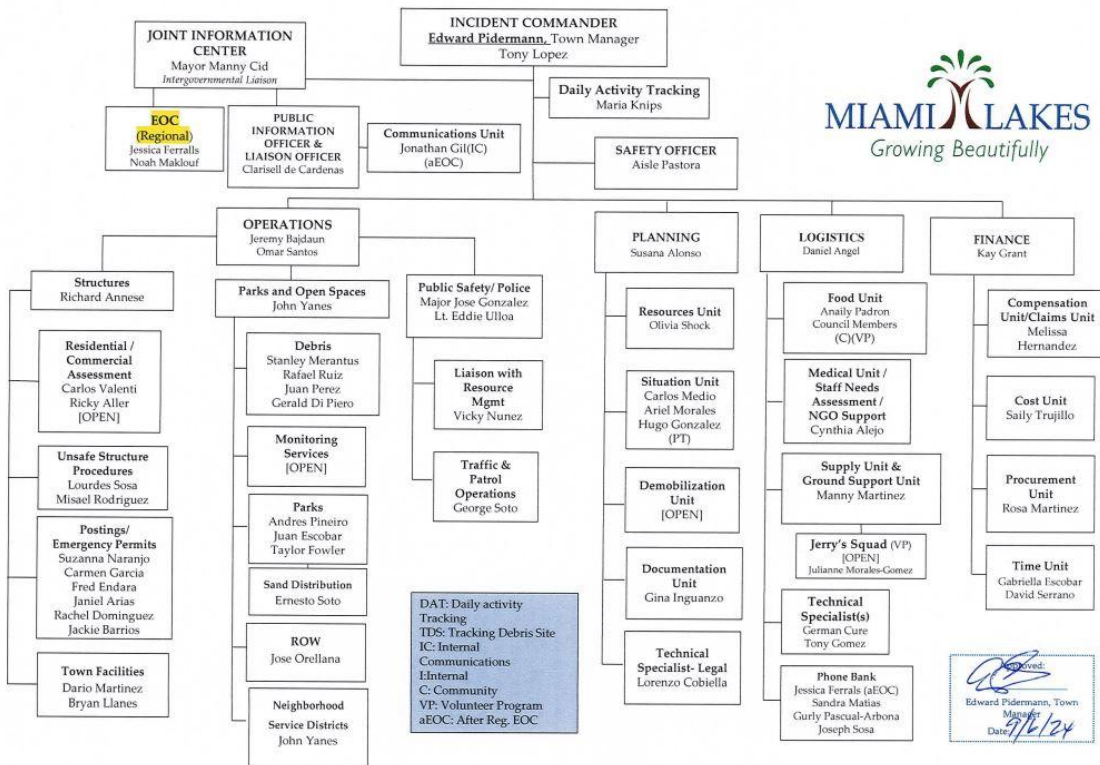
The emergency preparedness organization of the Town of Miami Lakes includes the all executive staff. These individuals assure that all available resources and personnel are considered in the implementation of the Town's preparedness program to all hazards. This group is responsible for the following activities:

- Establish emergency plans and protocols including public communications and awareness.
- Establish the standards, guidelines, and protocols necessary to promote interoperability among the jurisdiction's agencies and reorganizations, as well as with adjacent jurisdictions and the county.
- Adopt standards, guidelines, and protocols for providing resources requesting organizations, including protocols of the emergency organization in supporting incident operations conducted by the municipality.
- Set priorities for resources and other requirements necessary for supporting field operations.
- Ensure participation in Miami-Dade County's multi-agency coordination mechanisms, including the county EOC, mutual-aid agreements, incident information system, non-governmental organization, a private sector outreach, public awareness and information system, and mechanisms to deal with information and operations security.

The Town also actively participates in numerous countywide emergency preparedness organizations.

The Municipal Emergency Organization

During an emergency activation, the Town's organizational structure is modified in accordance with the National Incident Management System requirements and amended, at a minimum, annually. The municipal emergency organization is shown in the following chart:



Roles and Responsibilities

Overview of Roles and Responsibilities

In accordance with the National Incident Management System, roles and responsibilities for Incident Command are assigned as follows:

EOC Role	Title	Name
Incident Commander	Town Manager	Edward Pidermann
Public Information Officer	Communications & Community Affairs Director	Clarisell De Cardenas
Liaison Officer	Communications & Community Affairs Director	Clarisell De Cardenas

Safety Officer	Committees & Special Events Coordinator	Aisle Pastora
Operations Section Chief	Parks & Recreations Director and Public Works Director	Jeremy Bajdaun and Omar Santos
Planning Chief	Principal Town Planner	Susana Alonso
Logistics Section Chief	Building, Zoning, & Code Compliance Director	Daniel Angel
Finance Section Chief	Finance Director	Kay Grant

Each municipal representative within the Town of Miami Lakes has been assigned an organizational responsibility in the emergency coordination and implementation effort. The Incident Command is responsible for ensuring that the Town is prepared to respond to all-hazard disasters and ensuring that all policies and procedures related to emergency preparedness planning, training, and exercise activities are in place. The Incident Command is responsible for staffing the Town's Emergency Operations Center during emergency events and responding to disaster situations. Due to the small number of representatives, it is essential that each assigned individual be available to fulfill this assignment.

INCIDENT COMMAND SYSTEM ASSIGNMENTS	
Title/Position	ICS Division
Mayor	Command
Vice Mayor	Command
Town Manager	Command
Deputy Town Manager	Command
Police Commander	Operations
Parks & Recreation Director	Operations
Public Works Director	Operations
Finance Director	Finance
Building, Zoning and Code Compliance Director	Logistics
Town Clerk	Logistics
Principal Town Planner	Planning
Chief Technology and Innovation Officer	Planning
Parks Department Staffer	Hialeah EOC Liaison
Communications Department Staffer	Hialeah EOC Liaison
Communications & Community Affairs Director	Public Information

The Municipality's Governing Body

In advance of any disaster impacting the Town, numerous activities must occur in preparation of an impending situation. Following is the assignment of responsibilities of the governing body, the Town Manager, and the emergency management coordinator (this role is currently performed by the Special Projects Manager of the Town of Miami Lakes) during the

preparedness phase. The Town of Miami Lakes has a Town council consisting of a Mayor, a Vice-Mayor, and five Councilmembers. The Town Council acts as an advisory role to the Command Team.

Responsibilities of the Town Council (Preparedness)

- Formally adopt NIMS.
- Review and provide oversight for pre-disaster and emergency contracts and vendor agreements for emergency services.
- Review and provide guidance the emergency management plan.
- Review the CEMP and its annexes to maintain familiarity with its concepts and policies.
- Establish and update policies and local ordinances necessary to support Town agency development and implementation of the CEMP, and its annexes.
- Endorse Miami-Dade County Local Mitigation program participation.
- Maintain preparedness for meetings to endorse a Declaration of a Local State of Emergency and to promulgate emergency ordinances when necessary.
- Endorse mutual aid agreements.
- Provide guidance on protective actions including evacuations and shelter in place, curfews, and other protective policies.
- Address policy issues which arise during the disaster event, which may include enacting emergency ordinances.
- Support budgetary allocations for the Town's emergency preparedness, response, and recovery programs.

Responsibilities of All Emergency Response Personnel (Preparedness)

- Identify three employees to serve as ICS Section and/or ESF representatives to the EOC, with the authority to commit resources and execute policies.
- Ensure agency staff is adequately trained for implementation of the agency's emergency response and disaster recovery operations.
- Conduct practice exercises of the agency's response and recovery operations on a regular basis.
- Maintain the statewide mutual aid agreement to provide additional personnel and resources during disaster operations.
- Develop and maintain continuity of operations/continuity of government plans (COOP) to enable the agency to conduct its essential operations, including fulfilling responsibilities for CEMP implementation, in the event of damage or disruption to the agency's normal facilities or systems.
- Develop and maintain continuity of operations/continuity of government plans (COOP) to enable the agency to conduct its essential operations, including fulfilling responsibilities for CEMP implementation, in the event of damage or disruption to the agency's normal facilities or systems.

- Take actions before and during a disaster to protect all vital records and documents within the agency's control.
- Coordinate, provide, and document training of incident management team members.
- Cooperate with communications and requests for assistance from the Emergency Management Director regarding the planning, training, exercise, and implementation activities necessary to maintain the Town's preparedness for disasters.
- Develop and implement "family emergency preparedness programs" for agency staff to facilitate the participation of key staff in the implementation of the CEMP.
- Accurately maintain financial records regarding all financial expenditures and staff time records relevant to emergency response and disaster recovery operations.
- Participate in post-event evaluations and critiques of exercises and the response to actual disasters to assist with appropriate modifications of the CEMP.
- Develop and maintain current detailed procedures, rosters, inventories, and similar documents necessary for implementation of the CEMP, ESF, Recovery and Mitigation Annexes, as well as for conducting emergency operations for the Town EOC.
- Support and participate in the routine updating of the CEMP and its annexes.
- Support continuing efforts to lessen the vulnerability of the agency's facilities, equipment, personnel, and operations to the impacts of disasters through participation in the Town's pre-disaster mitigation planning and programming.
- Activate the ESF upon the request of command.

Responsibilities of the Town Manager as Incident Commander (Preparedness)

- Maintain overall direction of the Town's actions during response and recovery operations to comply with the Town's Strategic Plan.
- Direct Town agencies to update and maintain the CEMP and its annexes, and to maintain readiness to implement the CEMP.
- Participate as Primary Member of the Command Group.
- Participate in exercises of the CEMP, activation of the EOC and the operations of the Command.

Responsibilities of the Communications & Community Affairs Director as Public Information Officer (Preparedness)

- Coordinate request for assistance and additional resources related to public information needs.
- Conduct public information activities and outreach to the private sector within the municipality and or participating in Miami-Dade County's public information and outreach programs.
- Develop and coordinate emergency public information with the Miami-Dade County Joint Information Center.
- Notify, activate, and mobilize agencies/personnel assigned to ESF 14.

The Municipal Emergency Management Coordinator

Responsibilities of the Special Projects Manager as Emergency Management Coordinator (Preparedness)

- Assess and conduct studies, report, regulations, and technical guidance relevant to the EM program.
- Ensure compliance with NIMS, Miami-Dade County, the State of Florida, and other regulatory and statutory bodies.
- Ensure municipal participation in county, regional and statewide exercises.
- Ensuring that the Town's response capabilities are periodically evaluated, and efforts are made to improve areas of shortfall.
- Analyze staffing, equipment, and facility resources to determine their adequacy for plan implementation and planning corrective actions where indicated.
- Maintain the emergency plan and ensure maintenance of associated operational procedures by the responsible organizations.
- Ensuring that all Town employees, contracted personnel, volunteers, etc. have completed required NIMS training.
- Develop and/or implement municipal training programs in emergency plan implementation and in NIMS compliance.
- Ensure "after-action" evaluations as well as the updating and maintenance of the Town's "preparedness improvement plan."
- Coordinating the Town's efforts to classify and certify personnel and equipment used in the emergency operations, as well as tracking the licensure/certification status of personnel.
- Represent the Town in Hialeah Satellite EOC's inter - jurisdictional emergency preparedness efforts.
- Evaluate and document the Town's response and recovery capabilities in accordance with NIMS and the Target Capabilities List.

Other Individual Municipal Officials or Non-Municipal Officials

Following is a list of responsibilities assigned to each of the primary agencies and section chiefs during the response phase:

Command

Responsibilities of the Assistant to the Town Council and/or Assistant to the Town Manager as County Liaisons

Parks Department Staff and Communications Department Staff are assigned to staff the Hialeah Emergency Operations Center as the Town liaisons. The Town Liaisons will conduct the following tasks:

- Coordinate response and recovery activities from the Town Satellite EOC to the County EOC.

- Forward resource requests and resource deployments to the County EOC and monitor status of missions.
- Monitor and forward county incident Action Plans, Situation Reports, Flash Report, Media Releases to the Town Satellite EOC (Hialeah).
- Monitor status of response and recovery operations on the county level and notify the command of emergency information and status items.
- Upon request of the Town command staff, coordinate with appropriate county ESF personnel to achieve response and recovery missions.

Operations

Responsibilities of the Parks & Recreations Director and the Public Works Director as the Co-Operations Section Chief

- Support response activities which are occurring in the field (e.g., road clearing, debris removal, traffic control, etc.).
- Organizes field resources and maintains span of control.
- Establishes holding areas for debris.
- Activate and supervises organizational elements in accordance with the Incident Action Plan.
- Coordinate and organize staging areas as may be necessary.
- Assign personnel in support of the IAP.
- Determine resource shortfalls and request additional resources to logistics branch.
- Report information about special activities, events, and occurrences to the IC.
- Develop operations portion of the incident action plan in coordination with Planning Section Chief.
- Conduct routine EOC briefings at each operational period.
- Provides the required staff and equipment, through in-house resources, outside vendors, and mutual aid agreements to assist in debris-removal and clearance, as well as normal trash pick-up. Supervises the debris removal contractor and maintains records for FEMA reimbursement.
- Provides necessary information related to water mains, storm water flooding, and sewer systems to other departments.
- Participates in damage assessment and damage survey reporting process related to Public Works property and equipment and grid areas within the Town.
- Coordinates storm water recovery efforts.
- Coordinates efforts and information with essential water services.
- Coordinates Rapid Impact Assessment/Damage Assessment and damage survey reporting.
- Assists in recovery planning and strategies.

Responsibilities of the Police Commander as Lead of ESF 16

- Insures an accurate and current list of traffic control points and supports implementation of any evacuation orders.
- Staffs any public shelters with officers as necessary.
- Directs emergency related operations of the Police Department.
- Coordinates control of traffic and conduct of personnel entering the Town.
- Performs damage assessment and damage survey reporting. Assists with rapid Impact assessment.
- Enforces curfews and any other law enforcement mandates issued.
- Ensures that anti-looting measures are carried out during the recovery phase.
- Assists in efforts to control the areas deemed unsafe.

Responsibilities of the Building, Zoning, & Code Compliance Director as Logistics Section Chief

- Ensures the provision of facilities, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel, along with any required off-incident resources.
- Oversees all logistics related to the incident, ensuring resources are allocated efficiently and operations run smoothly.
- Provides logistics input to the Incident Action Plan to ensure coordination and preparedness for all incident-related needs.
- Regularly briefs logistics staff on current operations, plans, and any updates to ensure efficient coordination and implementation of logistics strategies.
- Identifies and anticipates service and support requirements for the incident, including personnel, transportation, supplies, and equipment.

Responsibilities of the Finance Director as Finance/Administration Section Chief

- Monitoring expenditure of funds.
- Maintain accurate documentation of acquired equipment, supplies, and personnel.
- Supply emergency funds to the incident command.
- Provide regular status update to the Incident Commander for the status of financial resources, expenditures, and departments.
- Advises of emergency purchasing procedures.
- Assist in recovery planning and strategies.
- Ensures that appropriate insurance coverage is in place.
- Responsible for the cost recovery process by filing appropriate forms in a timely manner and maintaining communications with appropriate agencies.

Responsibilities of the Principal Town Planner as Planning Section Chief

- Develop Incident Action Reports during each incident period.
- Maintain status boards within the EOC.

- Monitor Conference Calls and disseminate information to emergency responders as necessary.
- Develop regular situation reports summarizing the impacts of the event, the Town's response, and recovery operations and the open and completed missions.
- Information provided by the Miami-Dade County EOC, the State EOC, neighboring jurisdictions, as well as other activated response or recovery locations, will be logged, documented, and distributed or displayed throughout the Town EOC.
- Log incoming telephone messages and route to appropriate personnel.
- Coordinate with Operations Section Chief in advance of operational briefings and document reports from Section Chiefs.

Responsibilities of the Building, Zoning, and Code Compliance Director Responsible for Inspection Action Planning

- Directs emergency operations related to Community Services and Economic Development.
- Coordinate with the business community during response and recovery operations.
- Assists in recovery planning and strategies.
- Coordinates ESF 19 activities and assists with Business Disaster Action Plan.
- Facilitate business recovery by communicating federal disaster assistance programs such as SBA loans.

Logistics

Responsibilities of the Building, Zoning, & Code Compliance Director as the Logistics Section Chief

- Prepare and mitigate municipal facilities to reduce vulnerability to hazards including the shuttering of all Town Buildings.
- Maintain municipal equipment and supplies.
- Identify resource shortfalls in coordination with Operations Branch and identify additional personnel to staff each of these functions.
- Identify transportation resources for the movement of personnel and equipment in the response and recovery environment.
- Document and track all resource requests, staging, and deployments. Provide documentation to Finance Section Chief in accordance with financial procedures.
- Coordinates and maintains usage of generators both stationary and mobile.
- Monitor resource status during response and recovery operations.
- Provide management and oversight of the following functions: transportation, communications, resources, and energy.
- Identify resources to support field response and recovery operations through mutual aid, private vendors, volunteers, or donation resources.

- In coordination with the logistics section chief, identify resources within the local community needed for emergency operations.

Responsibilities of the Resources Unit as Lead ESF 7 and 11

- Support the logistics branch in the identification of additional resource needs.
- Support the acquisition and management of resources.
- Participates in damage assessment as related to park properties and equipment.
- Coordinate the provision of food and water of all emergency personnel at emergency operating sites.
- Coordinates volunteers and donations after a disaster within the Town.
- Direct and deploy recreational aides as necessary to support recovery efforts.

Preparedness Actions

Coordination of Preparedness Activities

The preparedness program aims to ensure that all agencies and organizations with an assigned responsibility in the plan can perform their responsibility. The Town has formed the Emergency Preparedness Committee (EPC) which is responsible for the oversight of all preparedness activities including the development of policies, plans, and procedures, training, and exercises. The EPC will conduct regular meetings to provide coordinated input from the policy to operational level. The EPC coordinates all preparedness activities and includes the Town Manager, Deputy Town Manager, Parks & Recreation Director, Building Director, Public Works Director, and Finance Director. The Special Projects Manager is responsible for oversight of the EPC and preparedness activities as directed by the Town Manager. The Special Projects Manager is appointed by the Town and authorized to administer and keep the program current.

The Town of Miami Lakes is committed to achieving an integrated, unified approach to preparedness through the participation in meetings, programs, training, and exercises sponsored by the Hialeah Office of Emergency Management. The Town will maintain routine communication with adjacent municipalities regarding emergency preparedness activities and when indicated participate in joint training and exercises with adjacent jurisdictions.

Training

The Town ensures that all individuals with assigned roles and responsibilities in the plan have received necessary and required training in at least the following two major categories: NIMS and ICS implementation, with documentation of personnel training records, implementation of the emergency plan and its SOPs. The NIMS requirements are continuing to detail training requirements for each position and the Town will continue to monitor the development of these new federal requirements.

Exercises and "After Action" Reporting

The Town will conduct regularly scheduled exercises. The exercises are designed for assessment and evaluation of emergency plans and capabilities. The exercises may take the form of drills, tabletop exercises, functional exercises, or full-scale exercises that are designed to test the range of hazards that may confront the Town. The exercises are also designed to test all elements of the plan. In the event of actual emergency response and activation of the EOC, a scheduled exercise may be cancelled if the appropriate elements are tested during the actual event.

The exercises form the first stage of the corrective action process. After each exercise, all participants will be asked to participate in an after-action critique. The lessons learned will be documented in an after-action report. The after-action report will identify corrective actions needed and assign responsibility and a schedule for implementation of the corrective actions. The recommendations will be incorporated into the plan modifications, training curriculum, and future exercise evaluations. All exercises will be conducted in compliance with the HSEEP requirements and address capabilities outlined in the Target Capability List.

Analysis of Needs and Capabilities

The Town will comply with all applicable federal and state standards and requirements regarding municipal level capabilities for response and recovery operations. The Town will assess its capabilities using the NIMCAST and will continue to expand its capabilities to become fully NIMS compliant.

Public Information and Education

The Town of Miami Lakes will conduct pre-event public information and education to enhance the level of preparedness of the residents of the Town. The goal of the public education campaign is to ensure that residents can sustain their own life and their family with necessary supplies and provision for at least 5 days or more. The Town participates in and supports Miami-Dade County's public information and education programs.

Resource Classification and Certification

The municipality will endeavor to comply with state and federal standards and requirement for the classification and certification of materials and equipment to be used in emergency response. The Town will classify and certify emergency materials and equipment using commonly available and/or required terminology. The Town will only use appropriately classified and certified materials and equipment in emergency operations.

Personnel Classification and Certification

The municipality will endeavor to comply with state and federal standards and requirement for the classification and certification of emergency response personnel. The Town will classify and certify emergency personnel using commonly available and/or required

terminology. The Town will only use appropriately classified and certified personnel in emergency operations.

Operational Actions

Event Recognition and Plan Activation

In the State of Florida, the County Warning Point is the central location for the collection and dissemination of warnings and threats which are monitored at various higher levels of government. Following is a listing of threat and hazard monitoring and recognition sites where information is collected and disseminated from, listed by hazard:

Threat	Hazard Monitoring and Recognition Site	
Tornado	National Oceanic and Atmospheric Administration (NOAA)	National Weather Service Office
Flooding	NOAA	National Weather Service Office
Hazardous Materials (Fixed)	State Warning Point	
Hazardous Materials (Transportation)	State Warning Point	
Civil Disturbance	Florida Department of Law Enforcement	
Terrorism and Cyber Terrorism	Federal Bureau of Investigations (FBI)	Department of Homeland Security
Epidemics and Biological Agents	Department of Health	
Wildfires	United States Forestry Service	

All the listed hazard detection and monitoring systems are equally important and create a comprehensive net to monitor our communities. For any event in which advance warning is available, there is an opportunity to prepare the response system and the community members to take protective actions in advance of the disaster.

The Miami-Dade County Sheriff's Office Communications Center is designated as the official Warning Point for the Town of Miami Lakes. Notifications of watches, warnings, or the occurrence of significant events will be received at the Warning Point through the Hialeah EOC. Bulletins and advisories from the National Weather Service received via the Emergency Satellite Communications (ESATCOM), Weather Service Satellite System, the E911 System, radio, telephone, municipal Public Safety Answering Points (PSAPs) and the public. These significant incidents may include but are not limited to the following:

- Any incident which may require a substantial evacuation and/or relocation of a given area.

- Any event posing a potential threat for a mass casualty incident.
- Any weather-related watch or warning advisory.
- Any formation of tropical weather systems.
- Any incident which close or significantly block major roadways within the County.
- Any large or multiple structure fires.
- Any prolonged shutdown of public utilities.
- Any incident where public resources within Miami-Dade County are being deployed out of the County except for emergency services mutual aid.
- Any event posing a major environmental threat.
- Any potential or actual act of terrorism.

EOC and Emergency Facility Activation

When an emergency or disaster event threatens the Town and/or the Miami-Dade County EOC has been activated, the Town Incident Commander will consider the need to activate the Town EOC and the Town's Comprehensive Emergency Management Plan.

Depending on the magnitude and complexity of the event, for any level of EOC activation, the Town Incident Commander may direct personnel to activate and deploy one or more individuals to the EOC to initiate operations. When determining which elements of the plan to activate, the Town Incident Commander will consider potential resource needs, community impact, and public safety.

Notification and Mobilization for EOC Operations

Upon a decision to implement the CEMP and activate the Town EOC, it will be the responsibility of the Town Manager to notify, as indicated by the level of activation, key support staff and the contact individuals from the responding agencies. The agency contact is responsible for notification of all necessary personnel in their agency or organization to ensure 24-hour staffing.

Following notification, the Town Manager will mobilize to the Town EOC and initiate operations. In all cases, following activation of the Town EOC and mobilization of personnel, the Miami-Dade County warning point will be informed of the activation.

Operations in the Town EOC

The Town EOC will serve as the center for coordination and administration for the following:

- Monitoring and assessing an emergency or disaster to anticipate needed response and recovery operations.
- Securing resource support for Town operations at the incident scene from other Town agencies, Miami-Dade County, the State of Florida, Federal agencies and/or adjacent jurisdictions.

- Making policy decisions regarding Town wide emergency response and disaster recovery operations.
- Planning and prioritizing Town wide response and recovery operations.
- Preparing and issuing public information and emergency instruction.
- Maintaining communication and coordination with the Hialeah EOC, if activated, as well as the EOCs of other municipalities, if activated, directing Town agency operations accordingly.
- Ensuring that appropriate documentation regarding response and recovery operations is maintained by all Town agencies.
- Assigning a liaison, whenever needed or upon request, to emergency response or disaster recovery facilities activated by Miami-Dade County, the State of Florida or Federal agencies for operations affecting the Town.
- Directing or supporting any other such operations by or within the Town for emergency response or disaster recovery. The Town will develop and maintain a detailed implementing procedure to guide its operations, and this procedure will define the necessary actions to staff, equip, and operate the EOC, as described below.

Initial Actions

The Incident Command System will be used to manage and coordinate field response operations. The incident may be controlled by local emergency responders or with other agencies through the mutual aid system. If the resources available at the field response level are not sufficient to mitigate the situation, the Incident Commander may request, through appropriate channels, that the EOC be activated to support the field operations.

Response to an incident by single discipline agencies (i.e. fire, law enforcement, EMS) will utilize a single Incident Commander within the ICS structure. As the incident progresses to include multiple jurisdictions and disciplines, a Unified Command (UC) will be used to the extent possible, and as deemed necessary.

During a single discipline response to an incident, the first on-scene emergency responder with management responsibilities will take the necessary steps to establish an Incident Command Post (ICP), report a scene size-up, activate the appropriate ICS organizational elements required for incident management, delegate authority within the ICS organizational structure, and develop incident objectives on which subsequent incident action planning will be based.

Once the incident includes multiple agencies and disciplines, Unified Command will be activated to ensure all agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support, contribute to and participate in the overall incident strategies, objectives, tactical activities and operations, and approval, commitment, and use of assigned resources.

- Identify critical resource needs and report them to EOCs and/or multi-agency coordination entities; and,
- Verify that the notification of all responding organization was successfully implemented.
- Ensure full operational capability of the EOC equipment, communication systems, information tracking systems and supplies.
- Verify rosters, equipment, vendor inventories, and procedures are up to date.
- Establish communication with Hialeah EOC, field command posts, emergency organizations, and other activated emergency facilities.
- Deploy liaison to the Hialeah EOC and other vital response sites such as staging areas.
- Place additional public and private sector resources and personnel on stand-by.
- Obtain incident status information, potential impact on persons and property, deployed resources and personnel, damaged infrastructure, and other important information.
- Coordinate information with responding units and the Miami-Dade County EOC.
- Determine the need and implement procedures to declare a state of emergency and notify the Miami-Dade County EOC.
- Verify all resources are on standby to conduct a "rapid impact assessment" to define the impact of the event, prioritize operations and coordinate the information with the Broward EOC.
- Prepare and distribute an initial "incident action plan" to prioritize and control the Town's response operations for the initial operational period. Managing response operations through an IAP is a NIMS requirement.
- Ensure that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

Additional Communications and Coordination Actions

- Approximately 36 to 48 hours before the emergency event, set up the Miami Lakes "News Room" in the 1st Floor IT Room as the central hub for managing all emergency communications.
- The Communications Director will cancel any committee meetings and special events, posting notices of these cancellations on the town's bulletin board and website.
- Actively monitor Miami-Dade County and National Hurricane Center websites and digital channels. Important updates will be shared on the town's digital channels to keep residents informed.
- Create an <Emergency Name> webpage on the Town's website to serve as a central repository for documents, resources, and updates related to the emergency.
- Upload any executed Emergency Declarations to the town's emergency webpage to ensure they are accessible to the public.
- Schedule press conferences as needed to provide updates and critical information to the public.

- Continue monitoring relevant websites and digital channels, sharing important information through the town's digital platforms.
- Promote the use of the Miami Lakes Connect mobile app for residents to report issues related to the emergency.
- Continue supporting other town departments in their communication efforts to ensure a unified and effective response.

Public Warning and Emergency Instruction

In the immediate response phase to localized disaster, the onsite Incident Commander has the authority to direct protective actions including evacuation or in place shelter. The on-site incident commander will notify the Town Manager of the incident and protective actions taken. The Town Manager may direct the Public Information Officer to warn the public that they are endangered and what actions are to be taken.

In the event of advance warning of a widespread potential threat, the Town Manager / EOC Incident Commander, in consultation with key staff, will determine the need for protective actions within the Town and coordinate implementation with the Operations Section Chief and Public Information Officer. In the event that multi-jurisdictional action is required, the Town will coordinate protective action decisions with the impacted jurisdictions and the Hialeah EOC.

The Public Information Officer is in the process of developing a Public Information SOP. The Public Information SOP details PIO procedures for media coordination.

Continuing Response Actions

- Continue development of the IAP on the schedule established at the beginning of the emergency response.
- Implementing anticipated and preplanned response actions, such as emergency debris removal from roadways, providing public information, establishing security for damaged or evacuated neighborhoods.
- Conducting resource management activities in accord with the resource management annex to the plan.
- Documenting ongoing operations, personnel time, and expenditures in accordance with the procedures given in the financial management annex or the plan.
- Providing for municipal representation to the joint preliminary damage assessment process which is conducted cooperatively by county, state and federal damage assessment teams following a major disaster.
- Receiving and processing requests for assistance or support from field command staff or other organizational units with the municipal EOC.
- Maintaining a continuing process of information exchange regarding the event, its impacts, and the status of response organizations.
- Maintain continuing flow of accurate, consistent, and timely public information.

- Continuing coordination activities with adjacent jurisdictions EOCs and the Hialeah EOC, if activated, including filing of a situation report with the County EOC as requested.
- Identifying the point or time when emergency operations will be considered complete, and the demobilization and deactivation process can be initiated.
- Cooperate with the implementation of multi-jurisdiction protective orders including curfews, public health actions, immunizations, and others.

Deactivation of Emergency Operations

It is the responsibility of the Incident Commander to authorize downscaling and/or deactivating the Emergency Operations Center. This decision will be coordinated with the general staff and executive team.

- Personnel will be notified of a reduced activation level or deactivation at the earliest convenient time, but preferably this decision will be incorporated during the Incident Action Planning Process for the next operational period.
- The Liaison Officer is responsible for notifying all EOC personnel of the change in staffing requirements and operational hours.
- The Operations Section Chief will also notify the field Incident Commanders, County EOC, and neighboring jurisdictions.
- The Finance Section Chief will ensure that all documentation regarding operations, personnel time, and emergency expenditures is complete and obtained by all response personnel.
- The Logistics Section Chief will ensure that all equipment and supplies are demobilized and tracked until they reach their destination.
- The Planning Section Chief will ensure that all documentation has been stored, that all tracking documents and databases are properly duplicated and stored, and that an after-action critique is scheduled, conducted, and an after-action report is prepared.
- The Incident Commander should evaluate the need for incident stress debriefing for all personnel and coordinate with the Miami-Dade County EOC for CISD counseling services.

Short-Term Recovery Operations

Town of Miami Lakes is dedicated to returning the community to pre-disaster conditions. The Town will coordinate and cooperate with County, State and Federal agencies to obtain the necessary support to implement mitigation measures to protect and preserve the lives and property of the Town. The Town's Incident Management Team will coordinate recovery and disaster assistance efforts within the Town and is responsible for gathering the assessed needs of the community and coordinating with other agencies and organizations to meet those needs.

The Town Manager (Incident Commander) is the point of contact for the beginning of the recovery process for County, State and Federal agencies. The methods used to provide recovery

information to the public are media releases and press conferences (to television, radio, and newspaper) release through the County Joint Information Center, Town, County and American Red Cross web sites, the Disaster Recovery Centers, community bulletin boards, community forums and town meetings.

This recovery phase occurs simultaneously with the response phase. As first respondents are engaged in life safety missions, the recovery staff is planning for short-term and long-term recovery activities. Once the life-threatening response activities have been completed and the threat to the Town has diminished then recovery activities become the primary focus of emergency management.

Preliminary Damage Assessment

- The agencies responsible for initial damage assessment are Florida Power and Light, Miami-Dade County Public Works, Town of Miami Lakes, AT&T and Comcast Cable. All preliminary assessments are coordinated through the Town EOC and County EOC.
- The EOC is responsible for the overall coordination of the assessment and gathering of information related to public infrastructure for presentation to the FEMA.
- The Town's Public Works Department is responsible for the assessment of all roadways and stormwater systems and coordinating all activities with EOC. First priority will be affected essential used facilities such as emergency shelters, fire and police stations, medical facilities, Town hall, etc.
- The Town's Building Department is responsible for coordinating the Rapid Impact Assessment and assessing habitability of affected Town structures and assessment of residential structures and the identification of human needs and coordinating activities within the Town with EOC.
- Florida Power and Light and Comcast Cable are responsible for the assessment of their respective utilities and coordinating activities within Miami Lakes.
- The Miami Dade Police Department is responsible for public safety, security issues, and coordinating activities with EOC.

As the data is collected, the State representative will evaluate data to determine if the County qualifies for a Presidential Declaration and if the County is eligible for Individual Assistance, Public Assistance, or both. The Town of Miami Lakes and others will coordinate through conference calls to determine the status of the County's IA damage assessment. The Town will submit estimates as soon as possible. As available, it is in the interest of the Town to cross check damage assessment findings with those of the American Red Cross. This will allow for the identification of unknown damaged areas and families in need of life safety assistance. The methods used to evaluate the economic impact of an event will be focused on damages to buildings, road closures, telephone systems, sewage system, electric system, businesses affected, and employees displaced.

Emergency Supplies

The Town Logistics Section in coordination with Miami-Dade County ESF 6, ESF11, and ESF 15 are responsible for the delivery and provision of supplies and services (food, water, shelter, and clothing) to residents. The Town of Miami Lakes EOC will support these efforts by identifying volunteers and donations from area businesses to meet the needs of the residents. The American Red Cross conducts door-to-door assessments of the areas affected by the event identifying residents' unmet needs. Other unmet needs reported to Town EOC or Law Enforcement should be tracked and forwarded to ESF 6 and the American Red Cross. The process to meet the identified needs is first to meet the basics of food, shelter, and clothing. The other needs are evaluated as to fairness, ability to provide service to all who need it, cost, alternative means to meet need, and so forth. Life safety issues always take precedence.

Recovery operations consist of short-term and long-term recovery activities. While recovery actions begin during the response phase, it is difficult to evaluate when the recovery phase is complete. Activities which may be in the short-term recovery period are:

- FEMA required Damage Assessment.
- Emergency Debris Removal which opens one lane of traffic for all roads.
- Restoration of utility services including power, water, and sewer services.
- Restoration of critical infrastructure and critical facilities.
- Re-supply of fuel.
- Installation of emergency generators at critical facilities.
- Identify facilities within the Town which may be utilized for response and recovery operations such as Disaster Recovery Centers, storage sites, temporary housing sites, Points of Distribution, etc. in coordination with the County EOC.
- Evaluate the need for long-term housing within the community and coordinate with county, state, and federal officials to meet the victim housing needs.
- Evaluate critical infrastructure and structures which may be eligible for hazard mitigation funding.
- Evaluate unmet needs among the victims in the community.
- Support outreach efforts to publicize the availability of federal disaster funding including Individual Assistance and SBA loans.

Long-Term Recovery Operations

The goal of long-term recovery is to restore the Town to pre-disaster conditions which may extend for months or years based upon the severity and magnitude of the disaster. Generally, the immediate recovery period will be conducted from the EOC. Long-term recovery will be coordinated by the Town Manager with support from each Department Head. The methods used to provide recovery information to the public are media releases and press conferences (to television, radio, and newspaper) release through the County Joint Information Center, Town, County and American Red Cross web sites, the Disaster Recovery Centers, community bulletin

boards, community forums and town meetings. The Town will not offer disaster assistance programs in the aftermath of events that do not receive presidential or gubernatorial declarations.

The Town of Miami Lakes is committed to performing all necessary recovery action to ensure that Town is restored to pre-disaster condition. In the aftermath of a large-scale disaster, the Town may consider several planning, engineering, and economic development solutions to address long-term recovery needs. This may include the imposition of building moratorium for substantially damaged structures, business and economic stimulation policies, and others.

Public Assistance

Upon receiving a Public Assistance Declaration, the Town will manage the grant applications in accordance with the requirements established under the Stafford Act. The Town may employ temporary staff to manage grants. The Director of Miami Lakes Public Works, or designee, using the telephone, cellular telephone, 800 MHz Radio, e-mail, faxes, and personal contact, will handle the coordination of the public assistance for the Town. The Town has pre-identified potential mitigation projects through the Local Mitigation Strategy Working Group.

Debris Management

The Operations Section Branch will activate the emergency debris removal and monitoring contractors who are responsible for emergency debris removal and long-term debris management. The Town has identified debris and monitoring contractors for long-term debris management, depending on the volume. The Finance and Administration Section will coordinate with the Federal and State agencies to ensure proper records are kept, and disposal practices are completed in an environmentally sound and safe manner.

Community Relations

The Miami Lakes Public Information Officer will serve as the Town's Community Relations Officer. Support agencies for community relations are the EOC, American Red Cross, and the Miami-Dade County Police Department's Public Information Officer.

The Public Information Officer is responsible for preparing and disseminating press releases, and conducting media events to inform the public of what actions local government is taking, as well as maintaining a list of contacts for the media, local public officials, and community leaders.

In the aftermath of an event, Miami-Dade County Joint Information Center will coordinate with the victim assistance and recovery information. If necessary, the Town can generate maps based on census data, flood plains, and so forth. If special information is required, such as pamphlets in a different language, or town meetings, these activities will be coordinated with community leaders, public officials, and through the Joint Information Center.

Unmet Needs Coordination

The Miami-Dade County Emergency Operations Center is responsible for coordinating the response to unmet needs. The Town will forward information regarding victims with unmet needs to the County EOC.

Emergency Housing

The Town of Miami Lakes Planning and Transportation Department will coordinate emergency housing with the Hialeah EOC.

Disaster Recovery Center (DRC) and Operations

The IC/Town Manager is responsible for coordinating with the State to determine if a DRC is required. If the DRC is required, the IC, State and Town liaisons will identify the location, agencies to participate, and any other logistical needs of the DRC. The State Division of Emergency Management usually informs the IC/Town Manager of any events which warrant the opening of the DRC. The County, Town and the State will then identify a location close to or centrally located to the affected areas. Local agencies that may be requested to participate in the DRC are the American Red Cross, Law Enforcement, Building Inspections, Health Department, Animal Control, Utilities Departments, and Salvation Army. Others that would participate include State and Federal agencies. During the DRC operations, members will be contacted by telephone or e-mail. The DRC will be open several days after an event has occurred and after communications are repaired and functioning.

Local Mitigation Strategy

As is appropriate, the Town may in the future identify potential mitigation projects and submit them to the Local Mitigation Strategy (LMS) Committee. The County will notify the cities of the availability of funding through the LMS meetings, and email notices. Notice of applicants briefing meeting will be issued by the State and Federal emergency management agencies.

Community Plans and Protocols

Available Communications Systems

The Town maintains several communication systems including an IWATSU phone system. Essential personnel are further equipped with cell phone communication. The Town has internet connectivity which is operated through the AT&T telephone system. Internet addresses do not have any redundancy.

The Police Commander and Fire Rescue personnel have access to their respective organizations through both, phone, and radio systems.

If the Town implements field operations, the method of dispatching and communicating emergency workers shall be through radios. In addition, the communications capabilities available for the Town EOC and any other pre-designated emergency facility shall be defined.

Coordination with Miami-Dade County and the State of Florida

Coordination with Miami-Dade County

The Town understands the vital importance of maintaining clear communications with the County before, during, and after a disaster event. Because Miami-Dade Police Department provides emergency response for dispatch and law enforcement services, the County will be notified of most routine emergencies routinely. It will be the responsibility of the first response community through the dispatch center to notify the Town Manager of unusual events requirement additional mutual aid. The Town will notify the County Warning Point of emergencies in the Town and especially if the Town has an event that requires it to activate its emergency plan and emergency organization.

The Town will maintain a liaison individual in the Hialeah EOC, when it is activated for an emergency involving the Town, and how information flow between the Town EOC and the liaison will occur. All requests by the Town for resources from higher levels of government will be routed through the county. The Town will participate in other inter-jurisdictional coordination efforts by the county, e.g., telephone conference calls, etc. In addition, if the county establishes other facilities for inter-jurisdictional coordination of operations, such as a joint information center, this text will commit the Town to participate, if involved in the operation and as feasible depending on resources.

Coordination with the State of Florida and Federal Agencies

The Town EOC will coordinate all initial communications with higher levels of government through the County Regional EOC until such time as direct communications must occur. Direct communications with FEMA may occur during the joint damage assessment process, with community outreach team members within the Town, and once the Town becomes engaged in the financial reimbursement process. At this time, the Town will coordinate directly with the state and federal recovery agencies.

Public Information

Pre-Emergency Public Information Programs

The Town's webmaster updates the Town's website to ensure that emergency preparedness information is maintained.

Administration and Logistics

Plan Updating and Maintenance

The Emergency Planning Committee, as directed by the Town Manager, is responsible for annually reviewing the CEMP. The Town Manager is responsible for annually updating all annexes which reference contact information and other changing information. The Basic Plan and Functional Annexes will be updated once every four years unless substantial deficiencies are

demonstrated through an actual or simulated disaster response incident. The Town Manager may also direct more frequent updates as the environment, conditions, or assumptions within the Town change.

Distribution of Plan Updates

Section 2.0 of the plan details the plan distribution policies.

Training

Responsibility for Coordination of Training

The Special Projects Manager is responsible for ensuring that all employees receive training in compliance with the National Incident Management System. The Town Manager will direct the Emergency Management Director to conduct training for each individual assigned to a key role in the EOC and ensure that they are able to perform their responsibilities.

Organizational Responsibility to Ensure Training

The Human Resources Department, under the direction of the Town Manager, will coordinate with Hialeah Emergency Management on available training opportunities from Miami-Dade County, the State of Florida, the Federal Emergency Management Agency, and other applicable venues.

Scope of Training to be Available

The Federal Emergency Management Agency now mandates NIMS related training courses for each key emergency management position. Each individual assigned to one of these positions will be required to complete all FEMA required training courses.

Schedule to Achieve Minimum Training Requirements

All personnel are required to achieve the required training levels within one year of assignment to their position.

Storage and Management of Training Records

The Human Resources Department will maintain training record for all Town employees in their personnel files.

Personnel Certification and Classification

Normally Utilized Personnel Classification and Certification System

The Town emergency services agencies including police and fire utilize standard classification and certification systems as required by State, County, and Federal regulation. As appropriate, these classifications will be used by the Town during all emergency operations unless they are demonstrated to be inconsistent with State and Federal requirements.

Classification and Certification of Municipal Emergency Services Personnel

The NIMS requires credentialing which involves providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders" to ensure that response personnel possess a minimum common level of training, currency, experience, physical and medical fitness, and capability" for the respective role that they are tasked to fill.

The NIMS Integration Center (NIC) initiated development of a national credentialing system to enhance the ability of Federal, State, Tribal, and local jurisdictions to identify and dispatch appropriately qualified emergency responders from other jurisdictions when needed.

A national credentialing system ensures that personnel resources requested to assist another jurisdiction in a response are adequately trained and skilled. A national system to verify the identity and qualifications of emergency responders will not provide automatic access to an incident site. This system can serve to prevent unauthorized (self-dispatched or unqualified personnel) access to an incident site.

The NIC will work with existing State, Territory, local, or discipline-specific credentialing bodies toward national recognition for multi-jurisdictional response under mutual aid agreements.

The main components of a proposed credentialing system are eligible volunteers; certifications and qualifications standards; credentialing organizations; credentialing information that can easily identify personnel and verify certifications, training, and licenses; and a record-keeping system.

To support this credentialing initiative, the NIC is using working groups to identify job titles that should be credentialed as well as the minimum qualification, certification, training, education, licensing, and physical fitness requirements for each position. Working groups will represent the following disciplines: Incident Management, Emergency Medical Services, Fire/HazMat, Law Enforcement, Medical and Public Health, Public Works, and Search and Rescue.

Currently active groups include the Incident Management, Emergency Medical Services, Fire/HazMat, Public Works, and Search and Rescue working groups. The NIC is finalizing working group rosters for the remaining disciplines. The Town of Miami Lakes will monitor credentialing requirements as they are being developed in each of the vital disciplines and will ensure compliance within one year of federal mandates.

Municipal Response and Recovery Teams

The Town will coordinate the need for specialty team with the County Emergency Operations Center and/or neighboring jurisdictions. The following teams will be called upon when needed:

- Hazardous Materials Response Teams of the Miami-Dade Fire Rescue
- SWAT Teams of the Miami Dade Police Department
- Search and Rescue Teams of the Miami-Dade Fire Rescue
- Damage Assessment Teams of the Town of Miami Lakes

Management of Personnel Classification and Certification Records

The Human Resources Department will maintain training record for all Town employees in their personnel files.

Exercises

Responsibility for Coordination of the Municipal Exercise Program

The Special Projects Manager is responsible for ensuring that all Town agencies regularly exercise the CEMP and supporting procedures. Each agency or organization with assigned responsibilities will be responsible for ensuring staff participation in exercises and, if indicated, will separately conduct drills and exercises of specific operations for which they are responsible. The Emergency Management Director, upon direction from the Town Manager, is responsible for planning, conducting, and evaluating exercises within the Town.

Utilization of State and Federal Exercise Guidance

The Town will plan, implement, and evaluate all exercises in compliance with the Department of Homeland Security's "Homeland Security Exercise and Evaluation Program," Revised May 2004.

Summary of the Municipal Program for Exercises of Emergency

The Town annually develops a Town wide strategic plan which details the programmatic priorities for the Town.

Use of Applicable Disaster Scenarios for Municipal Exercises

The Town will take an all-hazards approach to exercising while ensuring that each hazard that faces the Town is addressed. In addition to the Town-wide exercises, each of the first response organizations participates in routine drills to maintain skills and test equipment.

Exercises of Municipal Emergency Plan Implementation

The Town will conduct exercises of the full implementation of the emergency plan once a year. This exercise will include practice activation of the Town EOC to allow for the evaluation of equipment, procedures, staffing, etc.

Commitment to Participate in County and Statewide Exercises

The Town will participate in exercises that are countywide, regional, or statewide as resources are available. Upon invitation, the Town will also participate in exercises sponsored by other jurisdictions.

Post-Exercise and Post-Event Evaluation and Plan Revision

Responsibility for Evaluations and Plan Revisions

The Deputy Town Manager is responsible for managing the Town's after-action evaluation program. The Deputy Town Manager may direct the Special Projects Manager to be responsible for scheduling evaluations, facilitating the involvement of all appropriate organizations, preparing the required written report, and ensuring that identified corrective actions are incorporated into the Town's preparedness improvement plan. The Special Projects Manager may also be the point of contact for Hialeah Satellite EOC for participation in countywide after-action evaluations.

Participation by Agencies and Organizations

All agencies and organizations that participate in an exercise and/or activation of the emergency plan will participate in all after action evaluations.

Approach to Post-Event and Post-Exercise Evaluations

The after-action evaluations will be conducted in compliance with HSEEP including the development of written reports and evaluations.

Preparation of Written "After Action" Evaluation Reports

The identified corrective actions in the after-action report will be incorporated into the Town's preparedness improvement plan.

Municipal Cooperation with County, State and Federal "After Action" Reports

The Town will participate in after-action reports prepared by County, State or Federal agencies, when requested.

Authorities and References

Authorities

Legal Requirements for the Municipal Emergency Preparedness Programming and Planning

The Town has adopted and institutionalized the requirements set forth in the National Incident Management System. The Town meets all requirements set forth in FS 252.38(b) and the Miami-Dade County Emergency Coordinating Council Ordinance.

Municipal Adoption and Approval of the Emergency Plan

The Town council approves the CEMP and authorizes its implementation in accordance with regulatory requirements.

References

Planning Guidance Utilized

This plan was developed by the Town of Miami Lakes utilizing the guidance provided by Hialeah's Department of Emergency Management. The plan was developed in compliance with the National Incident Management System, the State of Florida's Comprehensive Emergency Management Plan, and the Federal Response Plan.

Laws

Florida Statute Chapter 252

Florida Statute Chapter 252.38 (Emergency Management Powers of Political Subdivisions)

1. "Safeguarding the life and property of its citizens is an innate responsibility of the governing body to request state assistance or invoke emergency-related mutual-aid assistance by governing body of each political subdivision of the State." Florida Statute 252.38 describes the emergency management powers of political subdivisions.
2. "Each local emergency management agency shall have jurisdiction over and serve an entire county."
3. "Each county emergency management agency shall have a director who shall be appointed and have his annual salary fixed by the Board of County Commissioners." The Division of Emergency Management Director operates on behalf of the County Commission to ensure the readiness of the County to respond to the needs of residents in time of disaster.
4. "Each county emergency management agency shall perform emergency management functions within the territorial limits of the county. Counties shall serve as liaison for and coordinator of municipalities' requests for state and federal assistance during post disaster emergency operations."
5. "In carrying out the provisions of F.S. 252.31-252.91, each political subdivision shall have the power and authority:
 - a. To appropriate and expend funds.
 - b. Make contracts.
 - c. Obtain and distribute equipment, materials, and supplies for emergency management purposes.
 - d. Provide for the health and safety of persons and property, including emergency assistance to the victims of any emergency.
 - e. Direct and coordinate the development of emergency management plans and programs in accordance with the policies and plans set by the federal and state emergency management agencies.

- f. To appoint, employ, remove, or provide, with or without compensation coordinators, rescue teams, fire and police personnel, and other emergency management workers.
- g. To establish, as necessary, emergency operating centers to provide continuity of government and direction and control of emergency operations.
- h. To assign and make available for duty the offices and agencies of the political subdivision.
- i. To request state assistance or invoke emergency-related mutual-aid assistance by declaring a state of local emergency. The duration of each state of emergency evacuation of all or part of the population from any stricken or threatened area within the State if he deems this action necessary for the preservation of life or other emergency mitigation, response, or recovery."
 - i. General authority to delegate these responsibilities is provided by Section.
 - ii. 252.36(1) (a), Florida Statutes, which states that the Governor, "is authorized to delegate such powers as he may deem prudent." Further, Section 252.36(8), Florida Statutes, provides that, "the Governor shall delegate emergency responsibilities to the officers and agencies of the State and of the political subdivisions thereof prior to an emergency or threat of an emergency".
 - iii. On April 14, 1980, Governor Graham issued Executive Order No. 80-29. Section 4 of the order provides in part that: "Political subdivisions of the State (counties) shall, and municipalities may, by inter-local agreement or otherwise, take pre-emergency action as prescribed in Chapter 252, including, but not limited to, the following:... (f)
 - iv. Nothing contained in this order shall prevent local jurisdictions from taking prompt and necessary action to save lives and protect the property of their citizens, including the authority to compel and direct timely evacuation, when necessary, in the absence of the Governor's directive."
 - v. Thus, the Town of Miami Lakes, along with the Board of County Commissioners is authorized by Chapter 252, Florida Statutes, and Executive Order No. 80-29, Office of the Governor, to order the evacuation of persons from areas of the County threatened by an imminent natural, technological, or man-made disaster in the absence of a directive from the Governor.

Glossary and Abbreviations

Glossary

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.

ASSIGNMENTS: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

BRANCH: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified using Roman numerals or by functional area.

CHAIN OF COMMAND: A series of command, control, executive, or management positions in hierarchical order of authority.

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).

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.

EMERGENCY OPERATIONS CENTERS (EOCs): The physical location at which the coordination of information and resources to support disasters. 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, Town, Tribal), or some combination thereof.

EMERGENCY MANAGEMENT PLAN: The "steady state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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.

INCIDENT ACTION PLAN (IAP): An oral or written plan containing general objective reflecting the overall strategy for managing an incident. It may include the identification of operational

resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

INCIDENT COMMAND 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.

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.

LOGISTICS: Providing resources and other services to support incident management.

LOGISTICS SECTION: The section responsible for providing facilities, services, and material support for the incident.

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.

MULTI-AGENCY COORDINATION ENTITY: A multi-agency coordination entity functions within a broader Multi-agency Coordination System. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

MULTI-AGENCY COORDINATION SYSTEMS: Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

MULTI-JURISDICTIONAL INCIDENT: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

MUTUAL-AID AGREEMENT: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

OPERATIONAL PERIOD: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

OPERATIONS SECTION: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

PERSONNEL ACCOUNTABILITY: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

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.

PUBLIC INFORMATION OFFICER: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

RAPID IMPACT ASSESSMENT: A procedure performed within the first few hours after an event designed to accurately assess the level of damage, life threatening situations, and imminent hazards. Damage shall be categorized into one of the following categories:

- *Category 1 - Minor to Moderate Damage* - Small to large branches and small trees, signs, and power lines down but pole still standing, minor to moderate amounts of debris and minor damage to some structure.
- *Category 2 - Moderate to Severe Damage* - Damage to most structures ranging from moderate to severe damage (shingles missing from roofs, some roof failures, and wall collapses). Infra-structure (electric, telephone, water systems, roadways) have sustained moderate to severe damage. Most small and several large trees downed, and substantial debris.
- *Category 3 - Severe Damage* - Most structure sustaining damage with many sustaining major damages to include total building collapses and many structures without roofs or windows. Much of the foliage has been destroyed. Extensive damage to the infrastructure and extensive debris.
- *Category 4 - Catastrophic* - Total building collapses, structure with extensive damage, foliage and infra-structure destroyed, extensive debris.

RECEPTION AREA: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

RECOVERY: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

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

RESOURCES UNIT: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

SECTION: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

SPAN OF CONTROL: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

STAGING AREA: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

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

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.

UNIFIED COMMAND: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

UNIT: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

UNITY OF COMMAND: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Abbreviation and Acronyms

CEMP	Comprehensive Emergency Management Plan
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
DRC	Disaster Recovery Center
ESF	Emergency Support Function
FDLE	Florida Department of Law Enforcement
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FOG	Field Operations Guide
GIS	Geographic Information System
HAZMAT	Hazardous Material

HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC or UC	Incident Command or Unified Command
IMT	Incident Management Team
JIC	Joint Information Center
JIS	Joint Information System
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NIFP	National Insurance Flood Program
NIMS	National Incident Management System
NRCS	National Resource Conservation Service
NRP	National Response Plan
PIO	Public Information Officer
POD	Point of Distribution
SITREP	Situation Report
SO	Safety Officer
SOP	Standard Operating Procedure
UC	Unified Command
US&R	Urban Search and Rescue

Annexes

Financial Management Annex

The purpose of this Annex is to establish guidelines and assign responsibilities for emergency payroll and procurement of goods and services needed by various departments, during a critical incident or disaster, pursuant to the authorities granted to incorporated municipalities under Chapter 252, Florida Statutes, and pursuant to the Town of Miami Lakes Municipal Code of Ordinances, a Declaration of Local State of Emergency may be issued. The methodology will be compliant with Miami-Dade County, the State of Florida, and the Federal government requirements to facilitate maximum opportunity for federal claim reimbursement.

Responsibility for Financial Management Operations

The Finance Department shall be responsible for the financial management operations. It is the responsibility of the Finance Director to document and track all disaster related expenditures for the purpose of financial reimbursement. The secondary person responsible for the financial management operations of the Town shall be the Town Manager or designee.

Pre-Disaster Preparations for Financial Management

The Town will finance the immediate emergency response and recovery operations required by an event from the available funds within the current budget or the Town's non-revolving Line of Credit. In the event that the Town qualifies for a federal disaster declaration which includes public assistance funds, the Town will request post-disaster reimbursement for eligible expenditures.

When a critical incident or disaster strikes, the Town of Miami Lakes will declare a local state of emergency and will suspend its purchasing policies and procedures. By the authority of Florida Statute 252.31-91 and local ordinance, emergency purchasing procedures come into effect. Prudent and sound business practices will be observed to the greatest extent possible during a critical incident or emergency situation.

The Town of Miami Lakes may establish a disaster account which may be funded to a level approved by the Town council. Sub-accounts will be established to reflect the reimbursement categories established by the FEMA Public Assistance program for the following activities:

- Debris Removal
- Protective measures
- Roads, signs, and bridges
- Water control facilities
- Buildings and Equipment
- Public Utilities
- Parks, recreation and other

This disaster account may be utilized during critical incidents and disasters by the Town Manager as authorized by the Town council. This fund shall be used to cover expenditures that affect departmental operations Town wide.

Open purchase orders for emergency procurement will be established by the Finance Director. These purchase orders will be identified specifically with a purchase order prefix designating emergency purchase order.

The Finance Director will ensure that, during non-disaster times, staff with emergency management assignments receives information and/or training regarding state and federal requirements for documentation of emergency expenditures and operations. As necessary, following activation of the CEMP the Finance Department will be responsible for providing any additional information or guidance regarding financial documentation requirements.

Financial Management Procedures

Immediate Actions Needed for Authorization of Emergency Declaration

When normal purchasing and contracting rules are suspended, it is incumbent upon the Town Manager/Incident Commander to advise Town employees of the rules that are in effect for emergency purchasing and contracting.

Methods for Emergency Purchases

When a disaster strikes, the Operation and Planning Section personnel will determine what supplies or services are needed to immediately address the current incident objectives. The Logistics Section evaluates Town resource inventories to determine if goods are available in Town warehouses or other inventories available to the Town before attempting to purchase the goods from a vendor.

PURCHASE ORDERS: If the resource is available from approved vendor, a manual or system emergency purchase order will be issued. Manual purchase orders should be converted to system purchase orders when the system is operational. If it is a non-approved item, or service, a manual purchase order is issued if it is within the Logistic Section Chiefs authority for spending limits. A manual or system emergency purchase order must be authorized before the supplier/vendor/contractor delivers the goods or performs the service as required.

PURCHASE CARDS AND/OR CREDIT CARDS: Town purchase cards and/or credit cards issued to Town workers will be utilized to the extent merchants and vendors can accept the purchase cards and/or credit cards. Purchases must be approved by the Finance Director for all purchases over the employees' established limits.

The Incident Commander or Finance Director shall authorize manual and system emergency purchase orders above departmental limits at the request of the Logistics Section Chief or Command. Departments can request the issuance of emergency purchase orders from the Finance and Administration Section if the purchase orders have not been established prior to the emergency.

Regardless of the emergency nature of the procurement, certain requirements including the Town's Code of Ordinances must be observed. The supplier/contractor/vendor must provide documentation of cost for goods and services as applicable to receive payment: the supplier/contractor/vendor must have appropriate insurance/exemptions etc. submitted with invoices or on file with the Town. Supplier/Contractor/vendor must indicate the assigned mission number on their invoice for payment. The mission number will be at a minimum, the mission/assignment number as designated by the Town of Miami Lakes and may also include an additional mission/assignment number for the County and the State.

Individuals designated as the point of contact for purchasing and procurement in the Logistics Section is maintained on a list by the Finance/Administrative Section. The designated

individuals are responsible for coordinating the emergency procurement of goods and services and for authorizing the issuance of emergency purchase orders with departmental limits. Designees are responsible for maintaining a log of purchase orders issued and turning all documentation into the Logistics Section Chief at the shift change.

The Logistics Section Chief shall be responsible for turning in all original hard copies of purchase documentation at the end of the shift change to the Finance Director. The Finance and Administrative Section will document the purchases and procurement. All documentation must coincide with the mission number for the Town of Miami Lakes, and the Miami-Dade County and/or State mission number if applicable.

Each purchase order must have the following information included in its hardcopy back-up when it is turned over to the Logistics Section Chief: name of person requesting resources, date and time of request, mission/assignment number for Town of Miami Lakes, and if applicable, Miami-Dade County and the State, description of resources procured, anticipated length of assignment that resources are needed, date and time of requested delivery, person assigned to accept delivery, location of delivery, costs per unit, special demobilization instructions, name of vendor taking request, vendor tax id number, and contact information.

Documentation of Personnel in Emergency Operations

Personnel utilized in emergency operations will keep detailed time sheets with their dates, times, and duties performed during emergency operations. In addition, all equipment and materials utilized shall be recorded on the sheets. The mission number assigned by the Town of Miami Lakes, Miami-Dade County EOC, and/or the State will be noted next to each date worked as necessary.

Final Disposition of Financial Documentation

The Town Clerk shall be the person responsible for the final disposition of the documentation gathered under conditions of both Presidential-declared disasters and non-declared critical incidents and disasters. The final format will be hard-copy documentation with electronic copy back-up (if available) and the archives will be stored for a minimum of three (3) years from the date of final payment. The documentation will be provided to Miami-Dade County and/or the State of Florida as requested in the format requested within an acceptable and customary time.

Resource Management Annex

The purpose of this annex is to provide guidance and outline procedures for efficiently obtaining, managing, allocating, and monitoring the use of resources during critical incidents or disasters. Pursuant to the authorities granted to incorporated municipalities under Chapter 252, Florida Statutes, and the Town of Miami Lakes Code of Ordinances. A Declaration of Local State of Emergency may be issued to expedite resource management activities.

Used in support of NIMS, the combination of facilities, equipment, personnel, procedures and communication, resources from local government as well as external agencies and nongovernmental agencies may work together to coordinate the Town's response.

Physical Resources (Expendable and Non-Expendable Resources)

To meet the resource needs of emergency operations, Town personnel should first exhaust local resource capabilities within existing inventories. Additional supplies and equipment required for emergency operations will generally be available from normal sources of supply. However, some established vendors may not be able to provide needed materials on an emergency basis or may become victims of the emergency. Standby source should be identified in advance and provisions should be made for arranging alternative sources of supply on an urgent need basis.

If all Town resources are exhausted, then the Logistics Section Chief will make a request of the Miami-Dade County EOC for additional resources. If the County resources are exhausted, the County will make a request to the State for the resources. If the State's resources are exhausted, a request will be the made to the Federal government.

Resources by Municipal Agency or Municipal Contractor

All Human Resources Department maintains rosters and contact information of all emergency personnel both, Town staff and volunteer. The Public Works Department maintains inventories of all equipment and supplies, as well as contact information for all emergency and non-emergency contracted vendors.

Classification of Physical Resources

The Town of Miami Lakes understands that the NIMS classification methodology is still under development. The Town Administration is committed to continually monitoring the NIMS requirements and implementing them as appropriate within the Town. All Town resources, pursuant to the NIMS, are to be classified by kinds and types.

Guidelines for Classification of Resources

The Town of Miami Lakes, on a timely basis, when required to do so, shall classify, and certify municipal resources in accordance with State and Federal Guidelines.

Inventories Accessed and Utilized

Town of Miami Lakes warehouses and resources will be controlled by the Logistics Section Chief. The Chief shall monitor the inventories, locations and assignments of all inventories and monitor the deployment of any resources.

Private Vendor, Mutual Aid or Volunteer Resources

The Town maintains a combination of private vendor contracts and volunteer resources. In addition, the Town has adopted the Statewide Mutual Aid Agreement and would offer

emergency resources to local municipalities should they become available. Private vendor contracts are available for the following services:

- **MIAMI DADE SOLID WASTE** - Curbside Garbage/Trash/Bulk/Recycling Services
- **ASHBRITT** - Disaster Debris Management Services
- **DEBRIS TECH** – Disaster Debris Monitoring Services
- **SFM SERVICES**- Canal Maintenance Services
- The protocol to procure additional resources are as follows: activate and direct deployment of additional local resources to the incident site(s); request mutual aid assistance; purchase, rent, or lease supplies and equipment; obtain donated resources from businesses, individuals, or volunteer groups; contract for necessary services to support emergency operations.

Tracking Procedures for All Resources

The Logistics Section Chief is responsible for the management of all resources in support of the current incident objectives. In compliance with the resources management procedures outlined above, the Logistics Section Chief will track resource needs and assign a mission number. The Logistics Section Chief will complete any ICS forms which detail the following information for resource management purposes including requesting entity, brief statement of need, originating entity, method of delivery, location of delivery, associated expendable resources, anticipated duration, funding etc. All resources that are the property of the Town of Miami Lakes will be inventoried and identified by their property control number as assigned by the Town. Resources which are processed will be logged onto spreadsheet controlled by the Logistics Section, noting item, deployment, time out and expected return and any other pertinent information.

Protocols for Resources

To ensure the appropriate management and demobilization of personnel, supplies and equipment, the Town of Miami Lakes Logistics Section Chief will work cooperatively with the Planning Section Chief to develop a demobilization plan. The Statewide Mutual Aid Agreement addresses the issues pertaining to the appropriate management of resources up to and including return to the original agency.

The Statewide Mutual Aid Agreement details the requirement associated with general responsibility for payment and/or reimbursement of resources acquired through mutual aid. This agreement was adopted through Resolution by the Town of Miami Lakes.

Personnel Resources

All Town departments are required to have emergency personnel assigned in case of critical incidents or disasters. The Town Manager or his designee will identify and coordinate the placement of Town employees that may be reassigned to temporary emergency duties should a critical incident or disaster impact the Town.

If the required skills and/or expertise are not available within existing Town employees, the Incident Commander may approve the use of temporary workers.

Personnel Rosters

Rosters of personnel working for the Town of Miami Lakes daily in emergency operations will be maintained by the immediate supervisor of the employee, and copies of that information will be relayed verbally or in writing to the Operations Section Chief as necessary. A final hardcopy or electronic copy of the day's roster will be sent to the Operations Section Chief at the beginning of the shift change and at the end of the shift change. All employees must sign-in or check in with the operations section and their immediate supervisor and receive a mission/assignment number.

Personnel Classification and Certification

The Town Manager for the Town of Miami Lakes maintains all personnel certifications and NIMS-related training requirements on file in the Human Resources Department.

Functional Annexes

Departmental Preparation

Building Department

All Building Department staff shall be NIMS compliant and completely familiar with the Incident Command System, their roles within it, and associated assignments.

Building Department – Notification Process

Building Notification

- Approximately 40 to 48 hours before the potential disaster, inspectors will travel through the Town to make note of any job sites where garbage, debris, and building material are lying around and a post notice on each property with construction work in progress regarding securing of the job site.
- During severe weather, it shall be unlawful for an owner of the real property upon which construction is occurring, or any contractor responsible for said construction, to have on this property loose construction materials, including roof tiles that are not fastened or secured to the ground or any permanent structure (**Florida Building Code 3301**).
- Specific builders with unsecured material will be notified and requested to take necessary actions to have the areas cleaned up and secured.
- Approximately 30 to 24 hours before the hurricane, the inspectors will make a second inspection of the most potentially hazardous situations.
- Upon completion of department notifications and hazardous site identifications with protective measures taken, all inspectors will return to Town hall for further instructions.

Homeowner Notification

- Telephone response team will answer questions, inform callers about shutter installation, and refer callers to the website for additional preparation information.
- Inspectors working in the field will stay alert to homeowners working to secure their property and stop to make suggestions for ladder safety and other potentially hazardous conditions, time allowing.

Building Department – Hurricane Watch

Building staff shall patrol the area and notify residents and builders of dangerous situations that may exist within the community. Particular attention should be paid to construction sites so that loose debris and objects are properly secured.

Building Department – Shutdown Procedures

Equipment

- Approximately 12 to 24 hours before the approach of the storm, log-off and unplug computers.
- Disconnect all PC towers, place in centralized location and cover.
- Disconnect and cover printers, fax machine, copiers, and calculators.
- Distribute emergency contact phone list; charge cell phones until time to vacate the building.

Work Areas and Files

- Remove all file drawers, plans and files from floor and lower areas; place on tables or desks then cover.
- Cover all filing cabinets, active files, bookshelves, and desks.
- Plastic tarps and plastic sheeting will be used for covering.

Building Department – Post Event

Damage Assessment

Building Department Damage Assessment Team will survey the Town to determine the extent of damage and verify safe conditions, requesting mutual aid assistance from other municipalities' inspection personnel if necessary.

Building Department Permit Technicians, with the help of other department personnel, will restore functionality to the computer system for the processing of permits, scheduling inspections, and preparing reports as quickly as possible.

Life Safety

- The Building Department Damage Assessment Team will notify homeowners, builders, business owners and other affected parties of unsafe conditions and monitor the repairs.
- Prepare a report of procedural improvements for incorporation into next year's disaster plan.

- Identify and notify contractors whose lack of storm preparation affected others' life and/or property.

Building Department - Actions Required to Implement Preparedness Program

- Establish a count of the number of plastic sheets required to cover equipment & files.
- Coordinate the ordering of the protective supplies with other departments and locate appropriate storage area.
- Coordinate system of permit tracking with Code Enforcement for immediate reporting to FEMA. Establish emergency permit procedure and method to post property status on address screen and track with Final Orders.
- Determine how much need there will be for a minimum number of properties to be assessed and order red, yellow, green card stock for printing assessment notices on copier.

Town Clerk's Office

The primary responsibility of the Town Clerk's Office is to protect the official records, the Town seal, etc. This will be arranged by having all documents saved on CD or backed up and held offsite.

The secondary responsibility is to ensure the safety of the Town Clerk's electrical equipment, file cabinets and bookcases. These shall be wrapped in plastic coverings.

All employees of the Town Clerk's Office shall familiarize themselves with the procedures written in this plan, so that in the event of a disaster, they will be aware of the steps that need to be followed. All Town Clerk's Office staff shall be NIMS compliant and completely familiar with the Incident Command System, their roles within it, and associated assignments.

Town Clerk's Office – Shutdown Procedures

- Ensure all important documents and records are lifted off the floor.
- Cover all important documents and records with plastic tarp and secure as necessary to prevent water intrusion.

Additional Preparation Activities

- Secure all Town Clerk offices by removing moveable objects and storing appropriately.
- Secure a list of critical phone numbers for Town Manager, Department Heads, Town staff, and vendors.
- Move important information and documents from computer hard drive to Town's network drive.

Town Clerk's Office – Post Event

Immediately after the event the Town Clerk and assigned staff shall assume their assigned roles within the Incident Command System. Additional functions to be performed include:

- Perform damage assessment as it pertains to important documents and records.

- Activate contract with vendor to restore documents in case of water damage.

Town Manager's Office

The Town Manager's Office maintains the primary leadership responsibilities for the Town and direction of staff in an emergency event. The Town Manager, through various mediums and means shall monitor potential disaster events closely and disseminate vital information to the Mayor, Town council and Town staff as deemed necessary. The Deputy Town Manager, working with the Public Information Officer shall begin public information dissemination as it becomes necessary.

All staff within the Town Manager's Office shall be NIMS compliant and completely familiar with the Incident Command System, their roles within it, and associated assignments.

Once a Hurricane Watch or other type of disaster has been declared for the Miami Lakes area, the actions of this office include, but are not limited to:

- Making initial contact with the Chief of Police.
- Maintaining a liaison with the Town council and providing them with updated information throughout the disaster/hurricane.
- Conducting emergency staff meetings with the Deputy Town Manager and Department Heads throughout pre-storm stage until the Emergency Operations Center (EOC) is activated.
- Evaluating information from all sources and making determinations when to activate the Town's EOC and implement the Incident Command System.
- Responding to the Emergency Operations Center once it becomes activated.
- Determine when Town employees are to report to their assigned staging areas for refuge from the storm.

Parks & Recreation Department

All Parks & Recreation Department staff shall be NIMS compliant and completely familiar with the Incident Command System, their roles within it, and associated assignments.

The Parks & Recreation Department is considered essential personnel and are required to report to the Emergency Operation Center (E.O.C.) as directed by the Town Manager and/or Deputy Town Manager.

Parks & Recreation Department – Pre-Event Preparation

- Confirm removal of windscreens at tennis courts by tennis personnel.
- Secure all goals, baseball turtles and all sports related equipment.
- Secure and/or removal of trash cans, benches, tables, sunshades, and other items at parks.
- Ensure all radios and equipment is in order and vehicles are fully fueled.
- Ensure all cell phones are fully charged.

Parks & Recreation Department - Shutdown Procedures

- Secure office areas. Turn off, unplug, and cover all electronic equipment and move away from windows. Remove items from tops of all surfaces or cover them if not possible to remove. Place all loose paperwork into waterproof containers and plastic bags and label appropriately, placing boxes away from windows and off the ground.
- Ensure that all documents that may be required (i.e. telephone numbers, contact information, schedules, etc.) are readily accessible.
- Departmental emergency contact information will be verified and updated as necessary.
- Review with staff the notification plan and order of calls to be made by personnel to each other regarding scheduling. Confirm all staff members' understanding of the plan and ensure that each has a copy of updated phone numbers and the plan.
- Go over with all staff the return-to-work plan based on wind speed and road hazards.
- Staff will report to work as notified by the Parks & Recreation Director.
- Notify staff that scheduling flexibility will be provided for the purpose of preparing their homes for the emergency.
- Refer staff to Human Resources for information regarding the Employee Assistance Program and information on making withdrawals or loans from retirement accounts.
- Update and provide Human Resources with a listing of all non-essential employee's special skills, such as language, CPR, CDL license, etc. so that they may aid following the emergency, if needed.

Parks & Recreation Department - League and Vendor Notification

- All leagues that have games scheduled, pavilion rentals, vendors and businesses operating on a contractual basis will be contacted to make ensure all their equipment is secured and to notify them of the park's closings and preliminary rescheduling plans.
- Update the field conditions hotline with current information regarding park closings and cancellations for scheduled activities.
- The Town of Miami Lakes League Scheduling Website will post a banner on the front page notifying all viewers of any and all cancellations.

Parks & Recreation Department - Essential and Non-Essential Staff

- In the event of an imminent strike, all non-essential employees and will be sent home at the direction of the Town Manager.
- Essential employees will assume their roles within the Incident Command System when directed to do so.

Parks & Recreation Department - Post Event

Unless contacted by the Parks & Recreation Director, staff will establish initial contact following the storm by calling the Parks & Recreation Director; if unable to contact the Parks & Recreation Director, it will be necessary to call Town Hall's main telephone number and/or other staff members for instructions.

Staff will report to work as directed by the Parks & Recreation Director. Parks & Recreation Aides will secure the parks, assist the Parks & Recreation Director in performing a damage assessment, and assist the Public Works and Public Safety Departments as necessary.

The Director and all assigned staff will begin a thorough damage assessment of parks and equipment.

The Parks & Recreation Director will decide as to when the parks will be able to reopen on an individual basis and when programs will be able to resume.

All leagues that have games scheduled, pavilion rentals, vendors and businesses operating on a contractual basis will be contacted to notify them of the reopening schedule for the parks. The public will be notified via the Fields Conditions telephone hotline as well as updates to the Town of Miami Lakes League Scheduling website.

Planning and Transportation Department

All Planning & Zoning Department staff shall be NIMS compliant and completely familiar with the Incident Command System, their roles within it, and associated assignments.

Planning & Transportation Department - Notification

The Principal Town Planner will be notified upon issuance of a Hurricane Watch or Hurricane Warning. An updated list of employee names addresses, and telephone numbers will be prepared at the beginning of each hurricane season by the Transportation Planner. The Principal Town Planner will be responsible for notifying his/her employees of hurricane events. All employees should stay tuned to local radio and television stations for business closing and opening announcements.

Planning & Transportation Department - Recall Procedure

If a hurricane warning is posted on a weekend after regular office hours, the Principal Town Planner will be responsible for recalling necessary personnel to secure the office. Employees called in first will be those living in Miami Lakes.

Planning & Transportation Department - Hurricane Watch

If a "Hurricane Watch" is issued for the area that includes Miami Lakes, the following shall occur:

- Check emergency provisions and supply kits and order any provisions required.
- Make back-ups of any data on your C drive or transfer to network.
- Cancel Planning and Transportation meetings scheduled within 48-72 hours and post notices on bulletin board and to web site.
- Stop accepting, reviewing, and issuing development permits.

Planning & Transportation Department - Hurricane Warning

Upon issuance of a hurricane warning by the National Weather Service and direction from the Town Manager, the following preparations should begin:

- All leave requests are canceled. All employees that are deemed necessary for preparedness will be recalled.
- Secure all loose items near doorways and windows on the inside of the building.
- Place all loose papers in files. Documents that cannot be stored in such files shall be placed in boxes on top of the file cabinets, sealed and covered with plastic.
- Raise files off the floor where possible.
- Planning plans shall be placed in files, watertight containers, or wrapped in visqueen, taped, and secured as best as possible.
- Mylar maps, plat maps, address maps etc. should be rolled in a layer of visqueen, taped and placed in a plastic bag.
- Cover all furniture in plastic and tape securely (Please do not tape to walls or desks).
- Typewriters, phones, calculators, computers, and other equipment shall be placed upon desks away from windows and disconnected from their power sources. All equipment shall be covered with plastic and securely taped. (Do not tape to walls or desks).
- The copy machine should be waterproofed as best as possible with visqueen and tape.
- Take home personal items and equipment.
- Contact Freebee to make sure they are activating SSP protocols for emergency events.
- Assist in contacting The Graham Company to request to store Freebee Vehicles in their garage during the inclement weather if needed.

Planning & Transportation Department - During Event

Town offices will be closed during a storm except for essential employees assigned as part of the Incident Command System. Freebee services will be suspended during a storm.

Planning & Transportation Department - Post Event

Planning and Transportation employees are responsible for returning levels of service and administrative functions to pre-storm levels as soon as possible after a storm event. Employees shall report for work within 24-hours after the storm event unless access is restricted or unless they are notified by the Principal Town Planner not to report. If an employee is notified to return to work, the employee must do so immediately. If an employee is unable to report to work, it is their responsibility to notify the Principal Town Planner of the reasons why they cannot return. Planning and Transportation Staff will communicate with Freebee to determine when it is safe to resume service and work to bring service back to normal levels as soon as possible.

Public Works Department

All Public Works Department staff shall be NIMS compliant and completely familiar with the Incident Command System, their roles within it, and associated assignments.

All Public Works employees shall be classified as essential employees and shall report for duty as directed by the Public Works Director or designee. All essential personnel will be given an opportunity to be released to secure home and property. Essential personnel required to report should bring a minimum of three days clothing and personal hygiene items. The use of take-home vehicles may be authorized by the Public Works Director on a case-by-case basis.

Public Works Department – Pre-Event Preparation

In preparation for a known event, Public Works Department tasks include, but are not limited to:

- Establish communications with appropriate field personnel and ensure that they are ready for timely response.
- Verifying inventories of available vehicles, personnel and material and provide updates to the Town's EOC.
- Coordinating with support agencies to establish priorities and facilitate strategies for the initial response and assess the need for additional resources.
- Ensuring proper fuel supply and ensure all equipment and vehicles are topped off and ready for operation.
- Coordinating with support agencies to identify available resources. Personnel and equipment will be available based upon established priorities. Plans for mobilization will be implemented.
- Moving personnel and equipment resources to a safe location to be staged and/or pre-positioned to be most effective in the recovery phase.
- Establishing priorities for roadway corridors that will have priority regarding debris removal and repair to allow access into damaged areas.
- Ensure all radios and cameras are checked and charged for proper operation.
- Execute hurricane preparedness agreements for supply of contract services and equipment.
- Check and clean priority culverts and catch basins.
- Secure light and heavy equipment at Public Works Compound and various staging areas.
- Ensure sufficient level of food supplies to support emergency response staff for seventy-two (72) hours, all first aid kits are stocked. Ensure sufficient inventory of cots and miscellaneous supplies (i.e., batteries, flashlights, etc.).
- Distribute plastic film/tarps for Town staff to secure sensitive electronic equipment and file cabinets.
- Turn off power to vacant Town facilities once they have been secured.
- Evaluate and make repairs as necessary to the Town's Emergency Operations Center, Town Hall, and other essential facilities.
- All roof vents and/or hatches must be closed and secured.

- As necessary, assist in securing portable buildings and sheds at Town Facilities.
- Check and prune any hazardous trees located at essential Town facilities.
- Secure all construction materials, trash, debris, cans, signs, and similar loose debris at the Town Facilities.
- Record emergency related labor, materials, and equipment usage.

Public Works Department - During the Event

- Establish communications with the Town's Emergency Operations Center (EOC) and obtain status reports.
- Provide appropriate representation to the Town and Miami-Dade County Emergency Operations Center.
- Review recovery actions and develop strategies.
- Prepare to initiate actions to execute the responsibilities assigned within this emergency plan and respond to requests for Public Works assistance.

Public Works Department - Post Event

- Implement Emergency Recovery Plan as necessary and under the guidance of the Incident Commander.
- Implement and maintain the debris management plan and temporary debris reduction sites including primary focus on debris removal necessary to support public safety/emergency personnel addressing life/safety issues.
- Continue support services for personnel and equipment in the disaster area.
- Coordinate the activities of utility companies as necessary.
- Provide barricades and traffic cones as necessary to assist with traffic control and pedestrian safety.
- Coordinate the performance of work and damage assessments with priorities shifting accordingly. Damage Assessment Teams will perform a preliminary damage assessment report on condition of roads and public facilities.
- Provide emergency demolition or stabilization of damaged structures and facilities designated as immediate hazards to public health and safety or necessary to facilitate the execution of rescue operations.
- Continue to coordinate ESF-3 support agencies in establishing priorities and coordinating the support of the missions with outside personnel and equipment.
- Record emergency related labor, materials, and equipment usage.
- Following emergency restoration of services, begin permanent repairs to Town facilities and infrastructure.

Education and Training Annexes

National Incident Management System & Incident Command Training

Best Management Practices

TITLE/COURSE	ICS 100	ICS 200	ICS 300	ICS 400	IS 700	IS 800
Town Manager	X	X	X	X	X	X
Public Works Director	X		X	X	X	X
Finance Director	X		X	X	X	X
Parks & Recreation Director	X		X	X		X
Planning and Transportation Director	X	X	X	X	X	X
Town Clerk	X				X	X
Assistant Town Manager (Streets / Stormwater)	X	X	X	X	X	X
Building Official	X		X	X	X	X
Assistant to the Town Council	X				X	X
General Full-Time Staff	X				X	X

* NR: Not Required



Authorization & Approval

This Comprehensive Emergency Management Plan (CEMP) for the Town of Miami Lakes has been reviewed and is hereby approved. The plan serves as the official emergency management framework for the Town and will be implemented as necessary to ensure the safety and security of residents, businesses, and critical infrastructure.

The Town of Miami Lakes commits to maintaining and updating this plan regularly to ensure compliance with local, state, and federal emergency management standards.

Authorized By:

Signature: _____

Edward Pidermann

Town Manager

Town of Miami Lakes

Date: _____