

Town of Golden Beach Municipal Comprehensive Emergency Management Plan



**Town of Golden Beach
Municipal Comprehensive Emergency Management Plan
Prepared by the
Golden Beach Police Department**

July 29, 2016

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PROMULGATION LETTER

Our citizens rely on government to respond with needed assistance whenever a local disaster strikes. The role of each Town's Department and each employee is to assist the town in minimizing the impact of a disaster.

As the Mayor of Golden Beach, I am charged with the responsibility to declare a state of emergency when disaster strikes. As well as, prior to and during a pending disaster such as a hurricane. The task of protecting the town and restoring critical infrastructure and services is most difficult without a workable plan.

I endorse this plan as the framework and guide for the preparedness, response, recovery, and mitigation of a local disaster. It is my sincere hope that we will never have to use this comprehensive plan, but as history has proven disasters can and do occur at any time and any place. I charge each town employee and Department to be prepared, to periodically review this plan, and to take this responsibility seriously. I have every confidence that, if needed, each town employee will respond as a true professional and as a town we will do the best we can for our citizens.

Sincerely,

Mayor, Town of Golden Beach

MCEMP DISTRIBUTION LIST

Town Manager
Mayor
Vice-Mayor
Council Members
Town Clerk/ Human Resources Director
Chief of Police
Police Lieutenants
Police Sergeants
Public Works Director
Finance Director

For Town of Golden Beach, Florida

BASIC PLAN

I. INTRODUCTION

The Town of Golden Beach is vulnerable to a variety of hazards that may threaten our population, infrastructure, and environment. This Municipal Comprehensive Emergency Management Plan (MCEMP) establishes the framework, guidelines, management structure and resources available to ensure Golden Beach is prepared to deal with these hazards and emergencies. The emergency management structure in Florida is guided by Florida Statute Chapter 252 which utilizes an organizational structure with four levels of intervention (local, county, state, and federal). The lowest level of government (in this case the Town) shall have the initial responsibility for disaster response and relief, attempting to mitigate the hazard. Requests for assistance from the next level of government will be made when the magnitude of the disaster exceeds local resources. An emergency plan examines potential emergencies and disasters based on the risks posed by likely hazards, develops and implements programs aimed toward reducing the impact of these events on a community, prepares for risks that cannot be eliminated, prescribes the actions required to deal with the consequences, and incorporates the National Incident Management System (NIMS) in managing and mitigating the emergency.

The MCEMP for the Town of Golden Beach is an all hazard plan that is intended to conform to Miami Dade County's Comprehensive Emergency Management Plan as well as the State of Florida and Federal Response Plans. This plan emphasizes action within the four phases of the Emergency Management cycle: **Preparedness, Response, Recovery, and Mitigation**. The MCEMP is divided into the Basic Plan with seven sub sections and three annexes including Communications, Mass Care, and Debris Management. There are four appendices with additional guidelines for Hurricanes and Severe Weather, Hazardous Materials, Terrorism, and Pandemic Influenza. The following describes each section.

The Basic Plan outlines the general purpose, scope and methodology of the MCEMP, provides a hazard analysis of potential risks as well as provides geographic, demographic, and economic information related to the community. The plan also outlines the concept of operations including preparedness activities, responsibilities, organization and incident management structures, response, communications, resource management, recovery functions and both pre/post mitigation activities. In addition, the plan covers financial responsibilities, references and authorities.

Annex I. Communications- This annex outlines the communication systems that are used by Town of Golden Beach on a daily basis and during a disaster.

The Miami-Dade County Police Department has been contracted by the Town of Golden Beach for the primary responsibility of police communications for the Town of Golden

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Beach Police Department. Additionally, they have interface capabilities with all state law enforcement agencies and law enforcement agencies in Miami-Dade and Broward Counties if needed.

The Miami-Dade County Communications Bureau has designated an identifier prefix of “Golden Beach” to identify Town of Golden Beach Police Department units during radio transmissions

Annex II. Mass Care - This annex addresses a number of issues and responsibilities that may need to be addressed and implemented prior to, during, and post disaster such as; communications, evacuation, sheltering, functional and access needs, food, water, first aid and welfare information, and other mass care assistance.

Annex III. Debris Management- This annex addresses most aspects of debris management and focuses on how to adequately manage debris removal following a disaster as well as basic requirements for reimbursement.

Appendices I. Hurricane and Severe Weather- This appendix outlines general hurricane and associated severe weather, their potential for damage, and guidelines for Village government to effectively manage an incident. Included are general operating guidelines from a preparedness phase through the recovery phase.

Appendices II. Hazardous Materials- This appendix identifies types of hazardous materials and outlines basic guidelines and available resources used in managing an incident.

Appendices III. Terrorism- This appendix defines terrorism, identifies the different types and methods of terrorism used, defines the alert levels, and identifies methods for handling these types of incidents. In many cases these types of incidents will be managed as a hazardous material incident, however many local and federal agencies will become involved.

Appendices IV. Pandemic Influenza- This appendix identifies a pandemic epidemic and outlines the general guidelines and resources needed in mitigation.

The MCEMP is both a planning and an operations-based document that provides guidance for all aspects of emergency management including preparedness, mitigation functions, evacuation procedures, emergency response activities, public information, resource management, mutual aid, damage assessment, and recovery operations.

A. Purpose

The MCEMP for the Town establishes a framework for an effective system of comprehensive emergency operations and management for the purpose of: reducing the loss of life, injury, and property damage and loss from the natural or man-made emergencies.

1. Preparing for prompt and efficient response activities to protect lives and property impacted by emergencies.

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2. Responding to emergencies with the effective use of all relevant plans and appropriate resources.
3. Providing for the rapid and orderly implementation of recovery operations.
4. Assisting in awareness, education, prevention, and mitigation of emergencies

B. Scope

The MCEMP establishes the basic policies and strategies for a comprehensive all hazard program for the Town of Golden Beach that works in conjunction with local resources, the Miami-Dade County CEMP, and the State of Florida Comprehensive Emergency Management Plan.

1. The following are the priorities of the MCEMP.
 - Protection of citizens
 - Preservation and protection of property
 - Providing for the needs of survivors
 - Preserving or restoring government
 - Restoring essential services
 - Providing public information
2. The plan is applicable to minor, major, or catastrophic disasters. It is flexible and expandable depending on the emergency. Any part or section of the plan may be used separately if required by the situation.
3. The plan establishes the procedures to coordinate with local, regional, state, and federal emergency management agencies, organizations, and programs.
4. The plan utilizes the National Incident Management System (NIMS) that provides for a standardized incident management system for managing emergencies that is flexible enough to apply to all phases of an incident regardless of the size, location, or complexity.
5. The plan brings local, county, state, and federal resources together in a unified approach to disaster management.
6. The plan establishes an effective format for emergency management by identifying the hazards within the village, determining the vulnerability to various types of hazards, and addressing the hazards so appropriate preparedness, mitigation, and planning steps can be made.
7. This plan addresses the four phases of emergency management.

Preparedness- Preparedness is any action taken in advance of an emergency to develop, support, and enhance the operational capabilities and to facilitate an effective and efficient response and recovery to an emergency situation. Community hazards and needs should be identified and addressed prior to an emergency.

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Preparedness includes plans, preparations, and training of personnel and citizens prior to an event in an effort to save lives and property.

Response- Response is any action taken immediately before, during, or after an emergency to reduce casualties, save lives, minimize damage to property, and enhance the effectiveness and speed of recovery. The response phase includes conducting emergency operations by taking action to reduce the hazard to acceptable levels (or eliminate it entirely), and to coordinate resources in managing the emergency.

Recovery- Short-term recovery is any action taken to return vital functions and critical infrastructure to a minimum operating standard. Long-term recovery includes restoring life to a normal or improved State as existed prior to the incident. Activities are initiated to assess damages, needs, and available resources and coordinate relief efforts. Included is the rebuilding of communities and the restoration of services so that individuals, businesses, and government can function on their own, return to normal life, and protect against future hazards.

Mitigation- Mitigation is any activity or action taken to eliminate or reduce the degree of long-term risk to human life and property from natural, technological, and human-caused hazards or disasters. This phase involves identifying preventative and/or corrective measures to reduce injury or loss of life and property damage from disasters. This phase should be considered before a disaster occurs and coordinated with the Local Mitigation Strategy.

C. Methodology

- i. This comprehensive all hazard plan was developed in conjunction with the Miami-Dade County Comprehensive Emergency Management Plan (CEMP), the State of Florida Comprehensive Emergency Plan, the National Response Plan, the Department of Homeland Security, the National Incident Management System (NIMS).
- ii. The Town of Golden Beach's Manager is the Emergency Management Coordinator and is responsible for maintaining this plan.
- iii. All Town Departments are to have plans that support the MCEMP.
- iv. Each department is responsible to ensure that all employees are familiar with the contents and responsibilities of this plan.
- v. Suggestions for changes to the plan by departments must be submitted to the Town Manager by April 1st of each year.
- vi. An electronic copy is available on the Town of Golden Beach website under the section Police Department.
- vii. A MCEMP distribution list can be found in the front of this document.

II. SITUATION AND ASSUMPTIONS

This section of the MCEMP analyzes the hazard potential, geographic characteristics, economic profiles and demographics of the Town of Golden Beach.

A. Hazards Analysis

This section outlines the man-made and natural hazards that the town is vulnerable to.

1. **Hurricanes/Severe Weather:** As a general hazard, hurricanes (tropical cyclones) and related weather have historically caused extensive damage in the State of Florida from wind, flooding, storm surge, and tornadoes. There are on average, 6 Atlantic hurricanes each year; more can be expected during an active year. A hurricane (winds in excess of 74 MPH) or tropical storm (winds in excess 39 MPH) usually has a regional impact affecting thousands of lives and causing considerable damage to homes, businesses, property, utilities and infrastructure, and a significant economic impact on communities and their residents. A large amount of resources, time, and financial support are required to evacuate, stabilize, and restore an area after a major storm. The following are weather related hazards that may be related to a hurricane, tropical storm, or other weather related hazards:

- **Wind-** Wind ranks second behind storm surge, among the lethal components of a hurricane destructive force, yet affects far more people due to the regional impact. High winds will impact inland as well as coastal areas causing problems; such as structural failure, damage from windblown debris, transportation and evacuation issues, and other related problems. Hurricane force winds are those in excess of 74 MPH with gusts to over 200 MPH. Gale force winds can extend up to 200 miles on the front side of a storm. Plans must be made for hazards from fallen trees, blocked roadways, power outages, debris, and building materials in and around structures under construction.
- **Flooding-** Flooding may be due to thunderstorms passing through the area dropping a considerable amount of rain or related to heavy rains from a low moving tropical storm or hurricane. Several areas in the Town may be prone to flash flooding due to low land elevations. During the time it takes a storm to pass; an average of 5-10 inches of rain may fall. Nationally, flash floods are the number one cause of weather related deaths.
- **Storm Surge-** Storm surge is considered the most destructive of the forces related to hurricanes and could present a major hazard in South Florida coastal communities from the force and associated flooding. Storm surge is the result of wind driven water impacting the continental shelf and building up large waves of water reaching heights up to 15-20 feet as it reaches the coast. Severe damage to any structure in the path can be expected as well as extensive sea wall damage. Storm surge will also have an effect on the Intracoastal

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Waterway and adjoining property, backing up tidal waters and resulting in extremely high tides and possible flooding.

- **Tornadoes-** Tornadoes are described as violent rotating columns of air (100-300 MPH) extending from a thunderstorm to the ground. This type of phenomenon will be associated with a thunderstorm or may form during a hurricane. On an average, 800 tornadoes are reported annually in the U.S. Tornadoes can occur anywhere and at any time of the year. While the width of most tornadoes is relatively small (less than 200 feet) violent storms may develop winds to 300 MPH with a diameter of 1 ½ miles. Warning measures for a tornado are limited with hazards related to destructive winds, flying debris, and limited shelters.
 - **Lightning-** Lightning is the most dangerous and frequently encountered weather hazard. It is the second most frequent weather hazard killer in the U.S.
2. **Hazardous Material Incidents:** Persons in the Town of Golden Beach may be vulnerable to a variety of hazardous and combustible materials in the event of a spill or release from storage facilities or by air, water, or land transportation. There are one public facility (Public Works) that store and use hazardous materials.
 3. **Utility/Critical Infrastructure Disruption:** The disruption of electricity, water, or sewer for any extended period of time can have a major impact on the services provided to the citizens. These outages may occur at any time but are usually associated with weather related problems, fires, or other man-made accidents. Power outages could impact communications, electronics, and water and sewer systems, however most critical functions are backed up by generator power in the event of power failure.
 4. **Fires/Explosions:** Major fires or explosions impacting facilities, hazardous materials, transport vehicles, and involving large numbers of people or casualties will create a hazard for the Town.
 5. **Terrorism:** Terrorism is the unlawful use or threatened use of force or violence by a group or individual committed to intimidating or coercing a government, citizen population, in furtherance of a political or social objective. The real or threat of destruction from a terrorist may utilize a variety of methods to reap chaos. Methods may include chemical dispersion such as sarin, attacking or exploding nuclear facilities or radioactive devices, spreading biological agents such as anthrax or small pox, or detonating explosive devices such as a pipe or car bomb. Targets may be equipment, vehicles, citizens, public activities, special events, infrastructure, emergency workers, or a host of others. While the Town of Golden Beach is not a high hazard risk, the hazard potential is here due to the close proximities to other jurisdiction's geographic location such as the Port of Miami and Miami International Airport in the City of Miami, Port Everglade and Fort Lauderdale International Airport in Fort Lauderdale, the City of Miami Beach, etc. A high risk to the town is cyber terrorism, which can disrupt and damage the town's computer system.

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6. **Earthquake/Tsunamis:** Although the town is not located over a major fault line, the potential could exist for an earthquake and associated structural damage to the town. Earthquakes, landslides, or other seismic activity could also cause a tsunami, which is a giant wave affecting the coast line. Tsunamis normally affect the Pacific Rim region but could impact our coastline.
 7. **Civil Disorder:** Riots, looting, mass vandalism, and fires may be caused by a variety of social factors. Civil disorders have a high potential for injuries/death and property damage and require a large amount of resources to manage.
 8. **Disease/Pandemic Outbreak:** Disease such as smallpox or the spread of an unknown virus either caused by an act of terrorism or natural causes could cause a hazard to the general public and government operations.
 9. **Special Events:** Special events held in the town, due to the high public profile and large crowds have a high potential for injury/death from accidents, property damage, civil disorder, transportation issues, and a potential site for terrorist activities. These events require a large number of resources and proactive prevention methods. Though seldom held in our town, keep in mind that the Town of Golden Beach is a gateway to both Miami and Miami Beach; both have been subject to violent events in the past.
- B. Geographic/Demographic/Economic Information:** The Town of Golden Beach is a residential community. The elevation in Golden Beach is a “Base Flood Elevation” which varies around the islands. The coordinates for the Town of Golden Beach are latitude 25 degree 57’ and 54” North and longitude 80 degree 07’ and 21” West.

C. Emergency Management Support Facilities

1. **Golden Beach Police Department** - Main Station which is located at 1 Golden Beach Drive, Golden Beach, Fl. 33160
2. **North Miami Police Department** - Utilized as local Emergency Operations Center, (EOC), located at 16901 N.E. 19th Avenue, North Miami Beach, FL 33162.
3. **Divisional Law Enforcement Facility** - North Miami Beach Police Department, 16901 N.E. 19th Avenue, North Miami Beach, FL 33162.
4. **Miami-Dade Police Department (Intercostal)** - Communication Bureau located at 15665 Biscayne Blvd., North Miami Beach, Fl. 33160.

D. Assumption

Since the destruction of property is one of the effects of a disaster, a pre-disaster verses post-disaster evaluation of the Town’s property values will provide a good assessment tool. Some of the assumptions found are as follows:

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- A major or catastrophic incident will overwhelm the capabilities of Miami-Dade County and the Town of Golden Beach to provide prompt and effective emergency response and short term recovery measures.
- If the situation is beyond the response or recovery capabilities of the Town, the County and the State, the Governor will request activation of the Federal Recovery Framework and that Federal resources, coordinated through the Federal Emergency Management Agency (FEMA), will be deployed to the Town and the County to provide assistance.
- Transportation infrastructure will be damaged by major or catastrophic incident and local transportation services will be disrupted.
- Public utilities will be damaged and either fully or partially inoperable.
- Damage to commercial telecommunications facilities will be widespread and the ability of first responders and governmental and non-governmental responders to communicate will be impaired.
- Homes, public buildings, and equipment will be destroyed or severely damaged.
- Debris may make streets and highways impassable, making the movement of emergency resources difficult.
- Many county and town emergency personnel will be victims of the incident, preventing them from performing their assigned emergency duties.
- Numerous separate incidents subsequent to the initial incident will further complicate response and recovery operations.
- Many survivors may be displaced from their homes and large numbers of dead and injured could be expected.
- Many survivors will be in life-threatening situations requiring immediate rescue and medical care.
- Hospitals, nursing homes, pharmacies and other medical facility stock will be damaged or destroyed, and those that do remain will have difficulty accommodating patient surge.
- Damage to the county's airports and seaports could have significant impact on the county's economic prosperity and on the ability for the Town to use those resources in order to move supplies and goods in and out of the county.
- Food processing and distribution capabilities will be severely damaged or destroyed.

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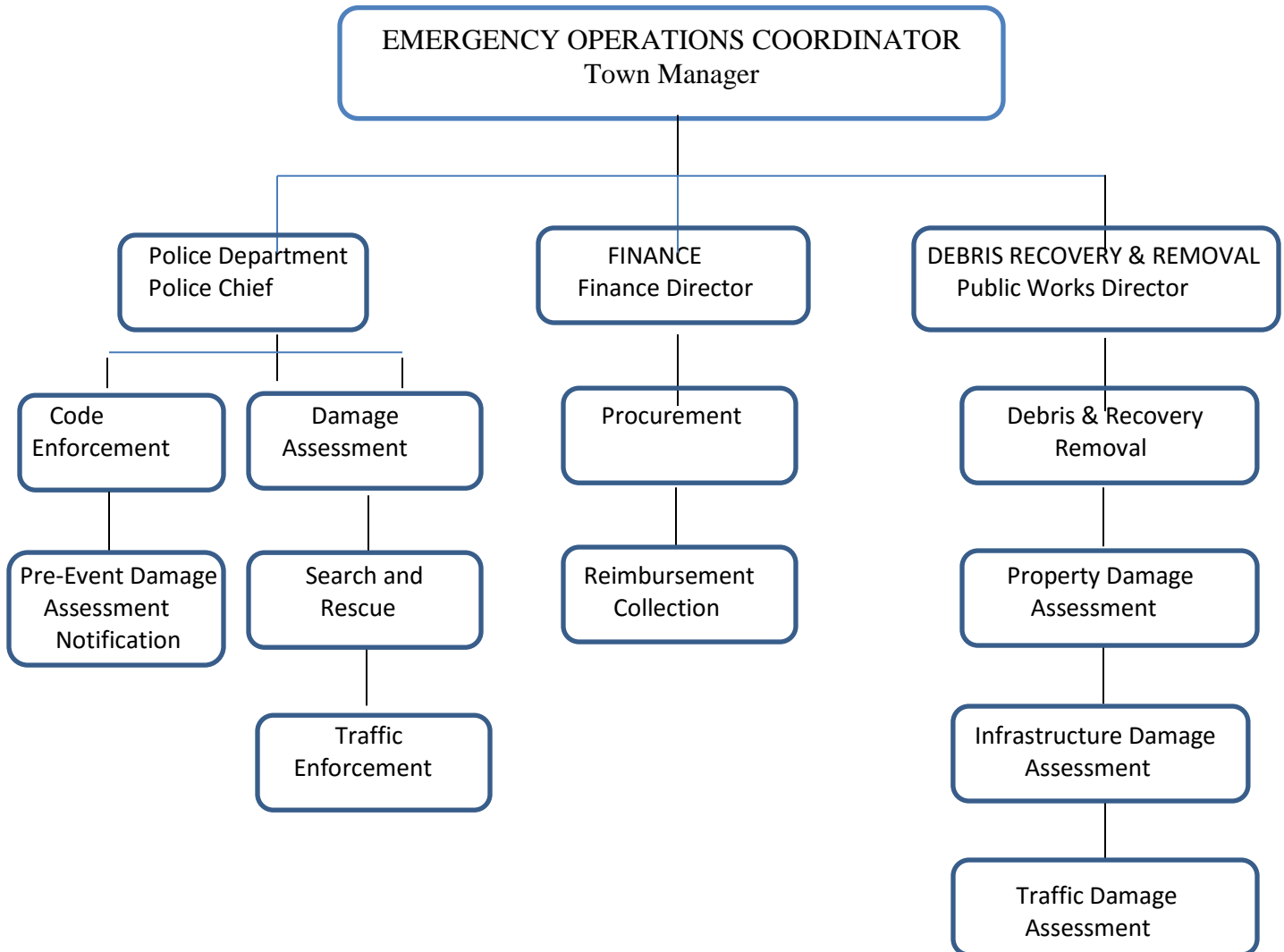
- Damage and/or destruction of the built environment which generate, produce, use, store or dispose of hazardous materials could result in the release of hazardous materials into the environment.
- A major or catastrophic incident will most likely create disruption of energy sources and prolonged electric power failure.
- A major or catastrophic incident will have an impact on the Town's economic prosperity.

III. CONCEPT OF OPERATIONS

A. Organization

The Town of Golden Beach operates under a Mayor form of government where the Town Manager is responsible for the daily operation of the Town's administration. Policy making and legislative authority are vested in the Town Council members, who consists of a mayor and four council members. The Town Council is responsible for determining policy, passing ordinances, adopting the annual budget, appointing committees, and hiring the Town Manager, Town Clerk and Town Attorney. The Town Manager is the Chief Executive Officer for the Town and is charged with carrying out the policies of the Town Commission and managing day-to-day operations. The day to day management structure and line of authority Golden Beach is illustrated by the following organizational chart. Included are organizational charts that are guides to use during a disaster or response phase as well during recovery operations. Command structures follow the National Incident Management System (NIMS). During disaster situations, Golden Beach will coordinate emergency management activities locally or if needed with the Miami-Dade County EOC.

EMERGENCY OPERATIONS ORGANIZATIONAL CHART



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1. Levels of Activation/Assistance

- a. The Town of Golden Beach does not utilize a full time EOC or emergency management staff, but will staff a localized command post for minor disasters at or near the site as directed by the North Miami Beach Divisional EOC.
- b. Under Florida Statutes Chapter 252, each county is to operate an emergency management agency for the purpose of coordinating disaster relief. There are three levels of activation by the County and State Emergency Management agencies, depending on the situation.

Level 1 - Full Scale Activation -In full scale activation, all primary and support agencies under the plan are notified. The Emergency Operations Center will be staffed by Emergency Management personnel and all emergency support functions.

Level 2 - Partial Activation - This is limited agency activation. All primary, or lead, Emergency support functions are notified.

Level 3 - Monitoring Activation - Level 3 is typically a "monitoring" phase. Notification will be made to those agencies and Emergency Support Functions who would need to take action as part of their everyday responsibilities.

- a. Upon exhausting resources at the County level, requests will be made to the Florida Division of Emergency Management (FDEM) through the County.
- b. The State Emergency Operations Center (SEOC) will be activated and staffed by emergency response teams to support local operations. The state has a 24 hour State Warning Point with a single point to disseminate information. The Governor may declare a state of disaster and direct state resources to the area.
- c. When local and state resources are determined to be inadequate, the Governor will request assistance from the Federal Government. When the President of the United States declares an emergency or disaster, the Federal Response is activated enabling FEMA to coordinate the efforts of 27 Federal agencies to assist State and local governments.

2. Emergency Support Functions at the EOC

The State EOC will be utilizing the Functional groupings called (ESFs). The County EOC will continue to use ESFs as well. Support efforts/equipment/supplies needed outside the realm of local government will be requested to the State EOC.

B. Responsibilities

1. The Town Manager is the Emergency Management Coordinator for the town and is responsible for preparedness activities, establishing the local command center and assisting with directing emergency operations during a disaster, coordinating information with the Miami-Dade County EOC, and assisting with recovery and mitigation activities. Department Directors and critical staff are responsible for preparedness activities and in providing support activities during response and recovery operations, as well as mitigation activities.
2. The Town Manager is the Executive Officer for the Town of Golden Beach with responsibility over all operations during the preparedness, response, recovery and mitigation periods. While dependent on state laws, the Town Manager has the ability to establish curfews, direct evacuations, and coordinate with the local health authority to order a quarantine if needed. In addition to providing leadership and setting objectives, the Town Manager provides a key role in communicating to the public and helping the public cope with the consequences of a disaster.
3. During emergency operations, a Unified Command will be established to direct operations with the division/department director responsible for the key operations taking the lead role.
4. The Chief of Police will serve as the liaison with the Miami-Dade County Executive Group as a member of the Security Emergency Preparedness Planning Council (SEPPC) and representative for the Town. The Town of Golden Beach Manager may declare a local disaster. The Town's Council members will be kept informed of events and are included in the policy making group.
5. The Mayor of Miami-Dade County is the director of the Executive/Policy Group of the Miami-Dade Operations Center and has the authority to establish policies that direct County EOC operations. Operations will be coordinated with the State EOC. Upon the declaration of a state of disaster by the Executive Officer (Mayor of Miami-Dade County, the Miami-Dade EOC becomes fully operational and activates the Miami-Dade County Disaster Emergency Plan.
6. When resources are exhausted at a county level, requests will be made to the Division of Emergency Management (FDEM). Based on evaluated damage and resources, the Governor may declare a state of emergency, directing state resources. When local and state resources are exhausted, the Governor may request assistance through FEMA requiring a Presidential declaration.

C. Preparedness Activities

Preparedness is any action taken in advance of an emergency to develop, support, and enhance the operational capabilities and to facilitate an effective and efficient response and recovery to an emergency situation. Community hazards and needs should be identified and addressed prior to an emergency. Preparedness includes plans, preparations, and training of personnel and citizens prior to an event in an effort to save lives and property.

1. General

- a. The Town Manager will assist in coordinating overall preparedness plans for the Town.
- b. The Chief of Police is responsible for the development and maintenance of the MCEMP (Municipal Comprehensive Emergency Management Plan).
- c. The Town Clerk and Finance departments are responsible for preservation of records/documents for the continuation of government functions in the event of a disaster.
- d. Purchasing and Procurement is responsible for maintaining supplies in readiness and facility readiness.
- e. Each department director is responsible for preparedness activities for his/her department.
- f. Persons with functional and access needs during a disaster should be registered with Miami-Dade County EOC.

2. Public Awareness

Public and employee education regarding disasters is disseminated in a variety of methods. These include but are not limited to the following:

- a. Brochures related to hurricane planning and preparedness.
- b. Information placed on the Miami-Dade County website.
- c. Information given out through promotions and programs offered by Town Departments.
- d. Information offered through Miami-Dade County Emergency Preparedness Division such as Evacuation Routes, Disaster Preparedness Guide, Re- Entry Program and others.

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- e. Information during a disaster such as evacuation routes, time frames, shelters, Disaster Recovery services, FEMA assistance, etc., will be communicated by the Miami-Dade (or County) Emergency Operations Center.
- f. E-mail and fax information regarding weather and elevated terror alerts.
- g. Telephone messages through the 9-1-1 Dispatch Center.
- h. Information will be disseminated to the public prior to and during recovery phases of a disaster through a published Town phone number or close circuit T.V.

3. Training

A variety of training is available and completed annually to assist personnel in the event of a disaster.

- Annual hurricane exercise.
- WMD/ICS multi department exercise.
- Annual employee training on hurricane preparedness.
- Departmental Review of Emergency Operations Plan.
- Annual Haz-com training.
- Individual FEMA training by departments.
- Seminars and on-line FEMA courses on hurricane preparedness, debris management, recovery operations, WMD, Incident Command, and Haz-mat.
- NIMS training for emergency response and management personnel

D. Activation/Authorization

This MCEMP should be initiated during situations that require a response beyond the scope of normal emergency operations. A policy group comprised of County Commissioners, appropriate department heads and other political officials may be assembled as an advisory group to the Incident Commander in order to provide assistance in the establishing policies. Consider this plan to be in effect based on the following:

1. On the order of the Town Manager, provided the existence or threat of a local emergency is proclaimed in accordance with the Town Charter.
2. When the County Executive (Mayor) has proclaimed a state of emergency in Miami-Dade County.
3. At the direction of the Town Manager or his/her representative in response to a major emergency.
4. When the Governor has proclaimed a state of emergency in an area that Includes Miami-Dade County.

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5. By a Presidential declaration of a national disaster or emergency.
6. Automatically on the proclamation of a state of war, the receipt of an attack warning or the observation of a nuclear detonation.
7. Portions of this plan may be activated on a smaller scale, at the direction of the incident commander, for an emergency involving multiple departments or agencies.
8. Emergency Proclamations:
 - **Town State of Emergency**- The Town Manager may proclaim a local state of emergency in the Town of Golden Beach. A local emergency is proclaimed when a disaster or possible disaster threatens people and property in Golden Beach. A Command Post (CP) or local Emergency Operations Center (EOC) will be activated whenever a local emergency is proclaimed. The proclamation of a local emergency provides legal authority to:
 1. Request, if needed, that the County Executive (Mayor) declare a state of emergency.
 2. Issue orders and regulations to protect life and property, including curfew orders.
 3. Request mutual aid from other cities and the county.
 4. Require the emergency services of any local official or Town worker.
 5. Requisition necessary personnel and materials from Town Departments.
 6. Obtain vital supplies and equipment and, if required immediately, to commandeer the same for public use.
 7. Impose penalties for violations of lawful orders.

County State of Emergency.

The Mayor of Miami –Dade County, as County Executive, may proclaim a state of emergency when disaster conditions occur that impacts the entire county. A county state of emergency may also be declared at the request of a Town in the county. The County Executive (Mayor) must declare a state of emergency and activate the EOC in order to request assistance from the Governor.

Florida State of Emergency

At the request of a County Executive, the Governor may declare a state of emergency. The Governor may also declare a state of emergency when local authorities are not able to cope with a disaster. Whenever the Governor declares a state of emergency:

1. Mutual aid may be provided by jurisdictions throughout the state.
2. The Governor can exercise all vested police powers in the disaster area and issue/enforce orders as necessary.
3. The Governor may suspend certain state regulations.

E. National Incident Management System (NIMS)

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

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

No single agency can handle every emergency or disaster alone. As a result of the Homeland Security Presidential Directive-5, the National Incident Management System (NIMS) was developed to provide a comprehensive all risk national approach to incident management that is applicable to all jurisdictions and crosses functional disciplines regardless of the cause, size or complexity. The ICS system used on a local level must have the ability to expand its structure and organization to incorporate assistance and

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resources at the local, county, state, and federal level. The flexibility applies to all phases of incident management including preparedness, response, recovery and mitigation. NIMS incident management structure is based on the Incident Command System (ICS), which defines the operating structure and management components throughout an incident, the Multi-agency Coordinating System, which includes the management components and organizational structure of supporting entities, and the Public Information System, which includes the process and systems for communication of information to the public.

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

1. **Incident Command System (ICS)**- ICS is a combination of facilities, equipment, personnel, procedures, and communications operating within a common organized structure for incident management. The ICS system is used to organize field level operations for a broad spectrum of emergencies for small to complex situations and both natural and manmade disasters. The ICS system has a number of components working together that interactively provide the basis for effective operations, which include:

- Common Terminology
- Modular Organization
- Management by Objectives
- Reliance on an Incident Action Plan
- Manageable span of control (5-7 units)
- Pre-designated Incident Mobilization Center Locations and Facilities
- Comprehensive Resource Management
- Integrated Communications
- Establishment and transfer of Command
- Chain of Command and Unity of Command
- Unified Command
- Accountability of Resources and Personnel
- Deployment
- Information and Intelligence Management

2. ICS Command

Single Command- Within a jurisdiction where an incident occurs, where there is no overlap of authority, a single incident commander will manage the incident.

Unified Command- Within a single or multiple jurisdictions, where multiple departments/agencies have major responsibility, management of the incident is shared between departments/agencies. In these situations, the department/agency with the most responsibility takes the lead with the other department/agencies assuming a support role or function.

Area Command- Established to oversee the management of multiple incidents that are being managed by an ICS organization or of large incidents that cross jurisdictional boundaries.

Complex- Established during a major incident which crosses jurisdictional lines or agencies to coordinate activities within an Area Command.

Multiagency Coordination System- These includes Emergency Operations Centers and assist in coordinating resources, information, policy issues, and strategic coordination.

3. **“Span of Control”-** Span of Control is the number of units one supervisor can manage. The normal span of control is 3-7 units. If the span of control gets too large, this is the reason to expand the ICS system and add another level. An ICS system normally begins small and grows as an incident escalates, except where a large scale emergency develops rapidly.

4. General ICS Structure

- a. The ICS system has five functional areas; Command (either a single Incident Commander (IC) or a Unified Commander (UC)) and the General Staff; Operations, Logistics, Planning, and Finance/Administration. Large scale incidents usually require that general staff functions are staffed. Each section has the ability to expand to meet the demands of the situation.

Command- The Incident Commander (IC) or Unified Commander (UC) is the individual or joint individuals responsible for the overall incident. Command must be staffed on all incidents. The IC/UC is responsible for all on scene management. If functions are not staffed, the IC is responsible for that responsibility or function. The IC is responsible for developing an action plan reflecting the objectives and strategies, which may need changes as the incident progresses. For small incidents, the plan need not be written. Large scale incidents need a written plan reflecting the policy and needs of all

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agencies. The IC will base the decision to expand or contract the ICS organization based on three incident priorities:

1. Life Safety- The first priority of the IC/UC is the safety of the emergency workers and the public.
2. Incident stability- The IC/UC is responsible for determining strategy that will minimize the effect the incident has on the surroundings and to maximize the response effort while using resources effectively.
3. Property conservation- The IC/UC is responsible for minimizing the damage to property while achieving the incident objectives.

Operations- The operations section, when staffed, is responsible for managing the tactical operations which include all activities toward reducing the immediate hazard, establishing control, and restoring normal operations. Agencies or departments within this section may include Law Enforcement, Fire Department, and Public Works, Electric, Human Services, or functional areas such as Hazardous Materials, EMS, Fire, Rescue, etc.

Planning- The planning section, when staffed, is responsible for collecting, evaluating, and disseminating information about the incident and assisting the IC/UC in developing the incident action plan. It is also used to forecast needs for personnel and equipment needs.

Logistics- Logistics, when staffed, is responsible for providing all support to the incident which may include food, facilities, transportation, supplies, equipment, maintenance, fuel, etc.

Finance/Administration- The Finance/Administration section is staffed when needed and is responsible for cost analysis and other financial responsibilities. Restoring the IT system is under Finance.

Information/Intelligence- If staffed provides analysis and sharing of information and intelligence during an incident. Information may involve national security or may include operational information such as risk assessment.

Command Staff- The Command Staff is composed of the IC and his immediate staff, which may include an Information Officer, Safety Officer, and Liaison Officer. If the positions are not staffed they are the responsibility of the IC.

Tactical Operations- Incident operations can be managed in a variety of ways such as geographically (divisions) or functionally (groups) depending on the size and type of incident, agencies involved, objectives, and strategies. The

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organization will be built with additional levels added as the span of control is exceeded. Functional areas may include Fire, Rescue, Law Enforcement, Public Works, Utilities, EMS, etc. Tasks may be done by single assigned persons or multiple units.

Other Functions- Other functional areas such as communication, resource management (staging) etc. may be assigned by the IC/UC to manage functional areas of responsibilities.

F. Response

Response is any action taken immediately before, during, or after an emergency to reduce casualties, save lives, minimize damage to property, and enhance the effectiveness and speed of recovery. The response phase includes conducting emergency operations by taking action to reduce the hazard to acceptable levels (or eliminate it entirely), and to coordinate resources in managing the emergency.

The response or emergency phase will include activities immediately before, during, and immediately following a disaster. Disaster response should begin as soon as a disaster threatens and should consist of the following areas:

1. Prior to the emergency, preparation for the event will be planned for and actions taken to minimize the event. This will include preparing all Town buildings, personnel, records, infrastructure, utilities, equipment and apparatus.
2. Alert or communicate the hazard to the general public.
3. Evacuation of the general population or getting people out of danger when required.
4. Establish an incident management system (ICS) and site to manage equipment, resources, and tasks for the event. This will be located at a stationary command post and may include the addition of a complex. The structure of the ICS system will be determined by the size of the disaster.
5. Coordinate with the county EOC or outside agencies for resources.
6. When possible take early measures to ensure facilities, equipment, records are secured and protected.
7. Ensure safety of workers.
8. Mobilizing and positioning equipment and resources.

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9. Providing essential services such as fire extinguishment, search and rescue, EMS, security and other law enforcement activities, and other Emergency services.
10. Restoring critical infrastructure such as electricity, water, and sewer.
11. Local responders, government agencies, and private organizations work in a coordinated effort to ensure that actions are taken to protect life and property.
12. Emergency Response
 1. Emergency response will usually include Police/Law Enforcement, Fire/Rescue, EMS, but may include Public Works, other Town staff members or outside resources such as the American Red Cross, Salvation Army, National Guard, U.S. Coast Guard and others.
 2. Generally, emergency response will progress from local, county, state, and federal involvement, based on the severity, scope, and resources available.
 3. The County, State, and the Federal government are prepared to supplement the efforts of the Town when it becomes evident that local resources are unable to cope with the effects of a disaster.
 4. During emergency operations, local resources will first be utilized using mutual aid agreements. Additional requests for resources will be made through Miami-Dade EOC to the State EOC.
 5. Additional Fire/Rescue, EMS, and communication resources are available through the SERP (State Emergency Response Plan).

G. Communications

Communications is critical in order to adequately manage an emergency or disaster. This involves emergency crews, local EOC, mutual aid units, as well as relaying information to the public. In many cases during a disaster normal communication avenues fail early. The Town of Golden Beach Police Department may use cellular phones and walkie-talkie radio systems as a primary means of radio communications in the event of communication failure.

The Town of Golden Beach will coordinate with the Miami-Dade EOC for news briefs and public information announcements. During pre/post disaster conditions, the Town of Golden Beach will post a telephone number for residents to call for local information. For additional information related to the Town of Golden Beach communication system and disaster communications activities during a disaster see **Annex I Communications.**

H. Mutual Aid Agreements

The State Emergency Management Act, Chapter 252, Florida Statutes, authorizes the State and its political subdivisions to develop and enter into mutual aid agreements for emergency aid and assistance. The Chief of Emergency Preparedness Division at the State EOC acts as the contact and coordination point for all statewide mutual aid assistance with all requests made through that office. The Emergency Management Coordinator for the Town of Golden Beach (Town Manager) will coordinate with Miami-Dade EOC for assistance from outside the immediate area and additional resources or supplies. State agencies will provide resources to local governments through the state Wide Mutual Agreement.

1. The Town of Golden Beach Police Department has Mutual Aid Agreements with the following jurisdictions that may be used, if available.
 - Miami-Dade County Police Department
 - North Miami Police Department
 - North Miami Beach Police Department
 - Sunny Isle Police Department
 - Miami Shores Police Department
 - Aventura Police Department
 - City of Miami Police Department
 - City of Miami Beach Police Department
 - Miami Gardens Police Department
 - Medley Police Department
 - Indian Creek Police Department
 - Hallandale Police Department
 - Bal Harbor Police Department
 - Bay Harbor Police Department
 - Surfside Police Department
 - Sweetwater Police Department
2. The Florida Police Chiefs' Association (FPCA) has developed a Statewide Emergency Response Plan (SERP) which divides the state into 8 regional response areas to provide for systematic mobilization, deployment, organization, and management of emergency resources (Fire, EMS, Hazmat, etc). The program will be coordinated through the State Emergency Operations Center (SEOC) and State Fire Marshals Office (SFMO), ESF 4 and 9.

IV. RECOVERY ACTIVITIES

A. Introduction

Once the principal threat from a disaster has passed and the primary concern of protecting citizens from harm has been addressed, it is critical to ensure the

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speedy yet orderly recovery of the community. There is not a clear cut transition from the Response or Emergency Phase to the Recovery Phase. The Recovery Phase is a transition from the command and control, coordination, and resources phase to a more deliberative process of service delivery.

B. Responsibilities

The Town of Golden Beach Police Department will be the lead agency in the early stages of recovery operations for the Town. The Police Department will coordinate recovery activities with the Miami-Dade County EOC, the Florida Division of Emergency Management, and FEMA for assistance. As soon as possible, efforts should be made to bring together federal, state, county and local government officials, and the American Red Cross and Salvation Army to coordinate assistance and support work.

1. The Town Manager and IC will be responsible for coordinating all Golden Beach recovery activities.
2. The Police Department will coordinate with Miami-Dade County Fire/Rescue for coordinating Fire/Rescue activities with other outside agencies and in restoring fire/rescue operations.
3. The Police Department is responsible for maintaining security and in restoring law enforcement operations during recovery activities.
4. Public works will be responsible for debris management and infrastructure repair such as water and sewer.
5. Public works will be responsible for infrastructure repair of electric services.
6. The Police Department along with the Code Enforcement Inspector will be responsible for damage assessment and code enforcement issue as well as coordinating post-disaster mitigation activities.
7. The Finance Department will be responsible for documentation, financial responsibilities, and coordinating all FEMA Public Assistance grants and reimbursements.
8. Public works will be responsible for maintenance and repairs of Golden Beach Park facilities.

C. Recovery Functions

Recovery functions include short term operations such as clearing roads, damage assessment, debris removal, infrastructure repair, as well as short term disaster assistance to government, and citizens, from the County, State, and Federal

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Government. Once the early stage of recovery has brought the community back to a safe and operational level of functioning, long term recovery can begin.

Long term recovery may take several months or as long as several years because it is not only revitalizing homes, but also businesses, public infrastructure, and the community's economy and quality of life. Long term assistance would include assistance in rebuilding facilities. Assistance from FEMA may be available in the form of grants and government loans for public and individual assistance.

1. Documentation/Reports

- a. Good documentation must be kept by all departments to adequately provide/document the necessary preventative measures taken, resources and equipment used during/after an event, and damage assessment/recovery information, the information will be compiled and used to inform the Town of Golden Beach officials, Miami-Dade County EOC, the State of Florida, FEMA, and the local media of the services provided, the cost incurred by the Town in providing services, and recovery needed from a declared disaster.
 - b. Good documentation and assessment will assist in streamlining the recovery process and increase the potential for FEMA reimbursements. FEMA will use Preliminary Damage Assessments (PDAs) to verify if a disaster exceeds the response capabilities of the State and local governments and if supplemental Federal assistance is needed.
 - c. The town will be zoned into areas and outlined on a map that will be useful for search/rescue, debris management, and damage assessment/inspections during the initial Recovery Phase.
- 2. Preliminary Damage Assessment (PDA)** - Is a joint venture to document the impact and magnitude of the disaster on individuals, families, businesses, and public property. A summary report of damages to all public facilities and property, an individual summary of all damaged residential property and a report of all damaged business will be developed as soon after the disaster as possible and forwarded to the Finance Director and the Town Manager.
- 3. Request for Initial Damage Assessment for Public Assistance** - An initial assessment report will be requested by Miami-Dade County and the State within several days after a disaster in order to estimate the Town/county cost that resulted from the preparation, overtime and additional equipment required, damages, and estimated cost during the recovery phase after a disaster. It is used to determine if there is enough damage in the Town/county to be a declared disaster area. Each department will submit information related to the impact from the storm on their department as soon as possible to the Finance Director and the

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Town Manager to aid in completing the Initial Damage Assessment-Request for Public Assistance. Information required on the form includes:

- Category A (debris removal).
- Category B (protective measures including overtime costs).
- Category C (damage to roads, signs, and bridges).
- Category D (water control).
- Category E (building and equipment).
- Category F (public utilities).
- Category G (parks and recreation).

Other information related to population, town budget information, assessment team members, and incident periods. In addition, town insurance information is required to determine the impact to the Town's budget. (See Damage Assessment: Public Assistance below).

4. **Request for Public Assistance (RFA) Form-** A RFA form will be completed by the Finance Director and sent to the State Division of Emergency Management (FDEM) if a disaster declaration has been declared or the potential exists and public assistance for the Town of Golden Beach is requested. Reimbursement funding comes from FEMA through the FDEM once approved.
5. **Project Worksheets-** As a result of a declared disaster, preparation of project worksheets for the disaster will be supervised by the Finance Director with assistance from department directors and the designated FEMA Public Assistance Coordinator.
 - a. The Finance Director will develop project worksheets from cost associated with debris removal, emergency protective measures taken (overtime, equipment, preventive measures, rental equipment, etc.), and permanent work repairs needed such as roads and bridges, water control, buildings and equipment, utilities, and parks and recreational facilities.
 - b. Reimbursable expenditures will usually be Category A & B but may include Category C-G as identified by the disaster declaration. These project worksheets will identify and document expenditures by the Town for potential FEMA Public Assistance Program reimbursements.

D. Damage Assessment Activities

The damage assessment process is essential in determining what happened, what the effects are, which areas were hardest hit, what situations must be given priority and what types of assistance are needed (e.g., local, state, or federal). In the aftermath of a disaster, both public and private non-profit and individual damage assessments must be performed, because of the corresponding types of

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federal/state assistance available. Each type of assessment is designed to quantify the eligible amounts of damages a community incurred.

Damage Assessment Team- A damage assessment team will be assembled by the Town Manager after a disaster to assess the damage to the town. This assessment will include an initial habitability assessment for homes and an assessment of town property and facilities, parks and recreation areas, streets, street signs, etc.

- a. This assessment will be conducted after the preliminary assessment by rescue crews.
- b. For catastrophic damages, a tag system should be used to identify those structures that are habitable (Green), those that need some work but are habitable (Yellow), and those non-habitable (Red).

Reporting- A summarized report of all damages and estimated cost will be forwarded to the Town Manager (Emergency Management Coordinator) and the Finance Director by the Damage Assessment Team. This information will be compiled and forwarded to the County/State to determine if a disaster can be declared and for what categories.

1. **Public Assistance-** Public Assistance may be requested to assist with cost associated with debris removal and emergency protective measures. Public damages can include any damage incurred by a structure or facility which is owned by a public or private nonprofit entity. Departments will use FEMA Public Assistance criteria when providing information to the Finance Department and Town Manager. To be eligible for reimbursement, the damages must fall in one of the following seven basic categories:
 - **Category A: Debris Clearance-** Includes all storm induced debris on non-federal public roads, including the right-of-way, non-federal public waterways, other public property, and private property when undertaken by local government forces. Costs should also capture debris removal for Federal Aid roads. Cat A can also cover the cost of demolition of public structures if those structures were made unsafe by the disaster.
 - **Category B: Emergency Protective Measures-** Includes the cost of providing appropriate emergency measures designed to protect life, safety, property, and health (i.e., barricades, sand bags, safety personnel).
 - **Category C: Road System-** Addresses damages to nonfederal roads, bridges, streets, culverts, and traffic control devices.

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- **Category D: Water Control Facilities-** Includes cost to repair or replace dikes, dams, drainage channels, irrigation works, and levees.
 - **Category E: Buildings and Equipment-** Eligible damages include costs to repair public buildings and equipment, supplies/inventories that were damaged and transportation systems such as public transit systems.
 - **Category F: Public Utility Systems-** Assistance is available for damaged water systems, landfills, sanitary sewerage systems, storm drainage systems, and light/power facilities.
 - **Category G: Other-** Includes park and recreational facilities, or any other public facility damages that does not reasonably fit in one of the previous six categories.
2. **Categories for Individual Assistance-**The purpose of individual damage assessment is to determine the extent and dollar amount to which individuals and government infrastructure have been impacted by a disaster. Persons needing assistance from FEMA are required to contact FEMA and register for these grant opportunities and other assistance. The two basic categories of eligible individual damage include:
- **Damage to Homes-** A person whose residence has been damaged due to a disaster may qualify for various forms of disaster assistance. When damage assessors go into the field, they will estimate the degree of damage to the home, evaluate the victim's insurance coverage, estimate the victim's income, and determine the habitability and type of the victim's home.

E Debris Management

Debris Management is an important part in the Recovery Phase. Following a major natural disaster, emphasis will focus on rapid removal of debris from public rights-of-way to allow emergency personnel and critical personnel back to the village. Included also in debris management may be demolition, sand removal, disaster recovery services, reimbursement assistance, etc. While the majority of debris removal may be the result of a hurricane or severe weather, it may also result from man-made disasters. Debris may be localized and may be taken care of by local resources or wide spread and necessitate a debris management contractor. The Public Works Department will be responsible for coordinating debris management but the Town subcontracts the services of Ceres Environmental services to pick up bulk debris.

F. Disaster Assistance (FEMA)

1. **Request for Public Assistance-** As a result of a Presidential declared disaster, FEMA may provide assistance to public entities for damages and costs (Category A-G) associated with a disaster.
 - a. After the damage assessment is completed, the report will be forwarded to the Miami-Dade County EOC. A Request for Public Assistance form will be completed by the Finance Director/Town Manager and sent to the State to be eligible for reimbursement. FEMA will send a Disaster Relief Funding Agreement and assign a number for each declared disaster.
 - b. A meeting will be scheduled in Miami-Dade County to discuss the process. A FEMA representative will be assigned and sent to the town to review damages, documentation, and assist with project worksheets.
 - c. FEMA will assist in writing the project worksheets, however having the information and project worksheets already completed may expedite the process.
 - d. The Finance Director will send out FEMA forms to all departments requesting information to assist in the documentation/ reimbursement process.
 - e. A FEMA coordinator will meet and assist the Town in developing the project worksheets.
2. **Request for Individual Assistance-** As a result of a Presidential declared disaster, FEMA may provide assistance to individual citizens and businesses for hurricane/disaster damages. Citizens must call FEMA to register at 1-800-621-3362. There are a wide variety of assistance programs that are provided for the individual.
 - a. Low interest loans to individuals and businesses for refinancing, repair, rehabilitation, or replacement of damaged property (real and personal).
 - b. Individuals unemployed as a result of a major disaster, and not covered by regular state or private unemployment insurance programs, will be eligible for unemployment benefit.
 - c. Low interest disaster loans are made available to farmers, ranchers and agricultural operators for physical or production losses.
 - d. Temporary housing or housing assistance may be authorized.

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- e. Special grants for medical expenses, transportation costs, home repairs, protective measures, and funeral expenses.
- f. Disaster recovery centers established for food coupons, legal assistance, and counseling.

G. After Action Report

A preliminary “After Action Report” will be completed by the Chief of Police as soon as possible after any major disaster in which multiple departments were involved and forwarded to the Town Manager (Emergency Management Coordinator) in order to brief the Town Council members and provide accurate information to the media. Lessons learned and corrective actions will also be pointed out and addressed by Town staff. Based on the magnitude of the event, a final “After Action Report” may be developed.

- Included in the report will be actions the Town took in preparation, when/if the Town Satellite EOC was set up, the number and types of responses, personnel activated, highlights of each department’s activities during the event/disaster and the initial damage report.
- This damage assessment is preliminary at this point, but should give a rough estimate of the amount of damage to the Town. Pictures/addresses of damaged areas will be included in the report.
- Each department should forward the initial information related to their department to the Chief of Police, to be included in the After Action Report.

V. MITIGATION ACTIVITIES

A. Introduction

Mitigation includes those activities, policies, or programs developed and adopted that will reduce, eliminate, or alleviate damage caused by disasters. Proper and coordinated planning is a prerequisite to effective hazard mitigation. The purpose of the mitigation programs is intended to reduce loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster or to prevent future hazards eligible activities for this program may include:

- Property acquisition or relocation.
- Structural and non-structural retrofitting (e.g., elevation, storm shutters and hurricane clips).
- Minor structural hazard control protection (e.g., culverts, floodgates, retention basins).

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- Localized flood control projects that are designed to protect critical facilities and are not part of a larger flood control system.
- Protection of utilities.

B. Responsibilities

Mitigation activities will be the responsibility of each department; however activities should be coordinated with the Town Manager's office.

C. Mitigation Programs/Activities

The Federal Government, through FEMA, makes available several types of hazard mitigation grants to help or eliminate risk to people and property from natural hazards and their effects. Hazard mitigation projects may include disaster repairs and updates related to the immediate declared disaster (usually filed under the 406 Public Assistance Program) or long term improvements and mitigation related to the County's Local Mitigation Strategy (filed under 404 HMGP). Miami-Dade County has adopted a LMS strategy that assesses hazards and prioritizes activities, with Emergency Preparedness taking the lead role.

- **406 Hazard Mitigation Grants** are implemented by FEMA through the Public Assistance Program in conjunction with a Public Assistance Work Project and are disaster repairs and upgrades that are above and beyond the work required to return the facility to its pre-disaster design. These are related to a disaster and are not required to be in the Local Mitigation Strategy.
- **404 Hazard Mitigation Grants (HMGP)** are a separate program operated by FEMA through the State Hazard Mitigation Grant Program. Program funds are capped at a percentage of total disaster funds spent in the State in a given year. In addition, although the applicant submits a Notice of Intent (NOI) to the Florida DCA, project funding comes through the county. Projects submitted on the NOI must also be included in the Miami-Dade County Local Mitigation Strategy (LMS) to be eligible.
- **Pre-Disaster Mitigation (PDM)** is similar to the other mitigation grants although this program's projects compete on a national basis. The PDM program will provide funding for pre-disaster mitigation planning and implementation of cost-effective projects prior to a disaster. It is applied to through Miami-Dade County Emergency Management.
- **Flood Mitigation Assistance (FMA)** is a partnership assistance program to eliminate or reduce the long- term risk of repeatedly flooded structures insured under the National Flood Insurance Program (NFIP). The State coordinating agency is the Florida Division of Emergency Management.

VI. FINANCIAL MANAGEMENT

A. Introduction

Financial management after a disaster will present a challenge for a local government. Responsibilities will not only include providing the immediate financial support for equipment, supplies, and staffing, prior to and during a disaster, but will also include identifying costs, documentation, and reimbursement activities with the State and Federal Government. Additional responsibilities also include ensuring that all documentation, records, and information technology (IT) that is needed by the Town of Golden Beach has been backed-up and is available for use. A disaster may require that all records, hardware, and information required to run the Town may have to be moved and activities conducted from a remote source for a period of time.

B. Responsibilities

1. The Finance Department is responsible for the following activities:
 - Ensure all key information and financial activities are backed up on computer system.
 - Ensure that all current financial obligations are met.
 - Ensure all supporting financial documentation, vendors, contracts, invoices, and other required information and files are maintained.
 - Provide for financial support of town personnel, equipment, supplies, and material required during disaster activities.
 - Provide for financial responsibilities for outside contractors used for activities such as debris removal.
 - Provide for the documentation of all costs associated with staffing, equipment, apparatus, and other activities during disaster activities.
 - Ensure damage reports and reimbursement requirements are completed and turned into the State and FEMA.
 - Ensure annual training/familiarization for employees is conducted related to financial management during a disaster.
 - Responsible for the following:
 - Ensuring that all Town files and systems have a back up copy made.
 - Ensure that IT can provide the computer capabilities for the Finance Department to restore the system and provide for the financial responsibilities of the Town.
 - Provide IT support to the command staff during the disaster.
 - Restore the local government IT services.

VII. REFERENCES AND AUTHORITIES

- A. **State of Florida Requirements-** Chapter 252, Florida Statutes (State Emergency Management Act) mandates the development of the Florida Comprehensive Emergency Management Plan. Each County is required to establish a Emergency Management Agency for coordinating disaster relief efforts in their county and develop a Comprehensive Emergency Management Plan (CEMP).

The Municipal Comprehensive Emergency Management Plan (MCEMP) developed by the Town of Golden Beach should conform to all of the standards and requirements applicable to the Miami-Dade CEMP and the State CEMP Plan.

1. The Town of Golden Beach's MCEMP should be reviewed by the Miami-Dade County Emergency Management Department periodically to determine compliance.
2. The MCEMP must be approved by the governing body.

B. Policies

1. The Municipal Comprehensive Emergency Management Plan (MCEMP) shall include guidance for post-disaster recovery operations and hazard mitigation programs that could eliminate or reduce future loss.
2. The Executive Officer (Village Manager) will oversee recovery operations.
3. Recovery operations may include but are not limited to the issuance of emergency building permits, coordination with State and Federal officials, mitigation options in the replacement of damaged or destroyed public facilities or infrastructure, etc.
4. Immediate repair and clean-up needed to protect the public health and safety shall receive the first priority. These may include repairs to potable water, wastewater, restoration of power/electricity, debris removal, stabilization or removal of structures about to collapse, and other hazards.
5. The Town will participate in and prioritize mitigation efforts using the Miami-Dade County Local Mitigation Strategy (LMS).
6. Structures which suffer damage in excess of 50% of their current assessed value will have to meet all current building and code requirements.
7. Each Town department will have Standard Operating Guidelines or procedures that support the MCEMP.

C. Authorities

The following provide authority for conducting disaster emergency operations:

1. Charter of the Town of Golden Beach, Florida Mayor and Town Manager-Duties and Powers.
2. Chapter 252, Florida Statutes, Emergency Management.
3. Federal Civil Defense Act of 1950.
4. Public Law 100-707, "Robert T. Stafford Disaster Relief Act of 1988".
5. Public Law-288, "Disaster Relief Act of 1974".
6. 40 and 49 Code of Federal Regulations (CFR), SARA Title III 29 CFR.

ANNEX I. COMMUNICATIONS

A. Introduction

Effective response to an emergency depends on reliable communications. In an emergency, communication systems may be damaged or overloaded. Having multiple means for communication will help to assure effective response. Emergency communications serve three purposes:

- To direct the response of Town forces.
- To alert and instruct the public.
- To coordinate with the County government.

In a major emergency, it is important to maintain communications between the local EOC, the Town Manager, and the State EOC. All requests for resources outside our local aid agreements should be made through the State EOC.

B. Communications Systems

Police Radio System- The Miami-Dade County Police Department has been contracted by the Town of Golden Beach for the primary responsibility of police communications for the Town of Golden Beach Police Department. Additionally, they have interface capabilities with all state law enforcement agencies and law enforcement agencies in Miami-Dade and Broward Counties if needed.

The Miami-Dade County Communications Bureau has designated an identifier prefix of "Golden Beach" to identify Town of Golden Beach Police Department units during radio transmissions

Telephone- Regular commercial and cellular telephone services, including fax messages, may be used for emergency communications. If available, Satellite phones may be used during disasters when all other communication services are not available.

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Severe Weather- The radio and telephone systems are expected to survive a Category 1 or 2 hurricanes with only minor damage. Cell phones are expected to fail early.

C. General Operations

1. Disaster Communications

The Miami-Dade Communications Bureau 9-1-1 Communication Center serves as the twenty four hour warning point for the Town's communications.

a. The Chief of Police will monitor hurricane activity and keep Town staff informed.

2. **Departmental Communications-** Each department is to maintain its telephones and communication equipment so as to be ready to respond to an emergency at any time. Department heads are to establish departmental policies regarding emergency and disaster communications consistent with the MCEMP.

3. **Emergency Contact List-** Each Department head is to maintain an up-to date emergency contact list with the Town Clerk's office. This list is to include the Department Director and Division personnel who are authorized to initiate emergency operations by the department.

4. **Public Warning System** - In general, public warning messages and instructions are to be issued by the County Emergency Operations Center (EOC). This is especially important during hurricane warnings and similar wide area emergencies where control of public messages are required to avoid confusion. During disaster emergencies where the Miami-Dade County EOC is activated, any public messages are to be released through this agency.

Emergency Alert System- The emergency alert system is a nationwide system used to broadcast warnings, information and instructions to the general public. In Miami-Dade County, the emergency alert system will override the cable television system as well as broadcast on commercial radio stations. Locally, the emergency alert system is activated through the County Emergency Operations Center.

National Oceanographic and Atmospheric Administration (NOAA) Weather Radio- The local NOAA weather office operates a radio station continuously broadcasting weather information. This radio system has an alert feature for hurricane, tornado and other weather warning information. The local media monitors this system and rebroadcasts weather warnings to the general public.

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Press Conferences- The County Executive, the Governor or other appropriate official may give instructions to the general public and emergency responders by press conferences or press releases broadcasted on commercial radio and television.

Dialogic Reverse 9-1-1 System- A telephone system utilized by Emergency Communications where citizens in a geographical area can be contacted with information.

Neighborhood Warning- In some emergency situations it may be necessary to conduct a door-to-door notification process. Any Town resources may be utilized for this work.

Cable Emergency Alert System- The Town of Golden Beach utilizes a “RED Code System” which is an emergency notification system to alert residents of an actual emergency. Additionally, the Town has a telephone messaging system to advice residents of any emergency. More over the Town has a public local channel Cable TV, which is also utilize during emergencies.

5. Command Post/EOC Communications-

- a. A Town Emergency Operations Center (EOC) may be formed and activated for emergency situations that require a response beyond the scope of routine departmental or interdepartmental capabilities.
- b. The functions of EOC personnel will be to analyze data, determine availability of resources, and to direct and coordinate activities to reach a successful conclusion to the major emergency situation.
- c. The EOC shall be staffed with sufficient personnel to perform its designated function.
- d. Security shall be provided for the EOC and access shall be limited to authorize personnel only.
- e. The EOC shall be equipped with at least the following:
 - i. Radio communications capabilities.
 - ii. Standard telephones.
 - iii. Cellular telephones.
 - iv. Computers.
 - v. Television.

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- vi. Maps.
- vii. Office furniture.
- viii. Documentation/office supplies.
- ix. US Coast Guard (marine channel 16).

6. **The Golden Beach Police Department Radio System** - The department operates a base station that is connected to the Miami-Dade County Communications Bureau through a telephone line and/or a hand-held Global Technology field mobile radio System (Harris GTS).

ANNEX II. MASS CARE

A. Introduction

Mass care involves a number of issues and responsibilities that may need to be addressed and implemented prior to, during, and post disaster such as communications, evacuation, sheltering, functional and access needs, food, water, first aid and welfare information, and other mass care assistance. These may be the result of a natural disaster such as a hurricane, terrorism, hazardous materials crisis, or other large scale event. Disaster assistance is expected to be coordinated through "one stop" disaster applications centers, staffed by representatives of all agencies, both public and private that provide assistance.

B. Responsibilities

Responsibilities for mass care are a coordinated effort between local government, County, State, and other Federal agencies such as the American Red Cross. Responsibilities for coordinating mass care during and after a disaster will be the Incident Commander or his assigned command staff.

C. General Operations

1. Communications

- a. Notification and information concerning a disaster or potential disaster to the public will usually be communicated from the Miami-Dade EOC utilizing the local media, unless the emergency is localized.
- b. Town personnel will be notified by the department directors through e-mail or by telephone contact.

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- c. Persons with functional and access needs are urged to register with the Miami-Dade EOC.

2. **Evacuation**

- a. **General Population-** The Town of Golden Beach is in an evacuation zone. Low lying areas may wish to evacuate early based on wind or flooding expectations. There are no hurricane shelters in the Town. For hurricane projections of marginal impact or landfall, the Town will be evacuated based on predicted damage and life safety issues.

General population evacuation orders and instructions will be issued by the Miami-Dade County Mayor in concert with the Executive Group (SEPPC) and other mayors through the local media.

General evacuation efforts will be coordinated with Miami-Dade EOC. Evacuation orders are mandatory, however people who refuse will not be forced to evacuate. Senior citizens residences and other similar occupancies are to have specific plans in place for evacuation.

All citizens will be instructed to seek shelter inland. If possible seek shelter with friends and family. Shelters will be available staffed by the American Red Cross volunteers. Information concerning the type of shelter (functional and access needs), locations, and instructions will be available from the media, on the internet at the coj.net site, and on electronic bill-boards (if applicable).

- b. **Functional and access needs-** Persons with functional and access needs and or transportation needs should register ahead of time with the Miami-Dade County EOC on line or by calling 3-1-1.
- c. **Localized Evacuation-** For evacuation due to a localized disaster in the Town; instructions will be given to those persons and families affected and temporary sheltering may be provided by the American Red Cross at local hotels.

- 3. **Shelters-** If a general population evacuation occurs, the Miami-Dade EOC, Health Department and the American Red Cross will assess/coordinate the sheltering and functional and access needs requirements including staffing, transportation, and sheltering.

The bulk of mass care during sheltering and post disaster assistance will come from the American Red Cross and other volunteer organizations. Shelters will be identified by the Miami-Dade EOC prior to the evacuation. Functional and access needs shelters will be opened for those persons with functional and access needs.

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Long term sheltering needs will require the assistance from a variety of sources including FEMA, but in most cases the majority of people needing long term assistance should seek other means such as their local insurance before seeking Federal assistance.

4. **Distribution Sites-** Points of Distribution (PODS) may be available for the purpose of receiving and distributing bulk emergency relief supplies such as food, water, and tarps within the first 26-96 hours. These will be drive through sites capable of handling a large number of people quickly.
5. **Comfort Stations-** Comfort stations may be established by volunteer organizations several days after an incident to assist citizens with household supplies or other needs.

ANNEX III. DEBRIS MANAGEMENT

A. Introduction

Debris Management is an important part in the Recovery Phase. Following a major natural disaster, emphasis will focus on rapid removal of debris from public rights-of way to allow emergency personnel and critical personnel back to the Town. Included also in debris management may be demolition, sand removal, disaster recovery services, reimbursement assistance, etc. While the majority of debris removal may be the result of a hurricane or severe weather, it may also result for other man-made disasters. In the past 15 years, the costs associated with debris removal have averaged 15% of all disaster related cost nationally.

B. Responsibilities

The Public Works Department will be responsible for coordinating all debris management operations and activities following a disaster. Reimbursement cost and project worksheets will be coordinated with the Finance Director. The Chief of Police and Public Works Director will ensure that a debris contractor and contract are maintained for debris management services.

C. Debris Management Plan

Debris Clearance (Category A) - Includes all storm induced debris on non-federal public roads, including the right-of-way, non-federal public waterways, other public property, and private property when undertaken by local government forces. Cat-A will also cover the cost of demolition of public structures if those structures were made unsafe by the disaster.

Planning - Key roadways, Town right-of-ways, public buildings, and a local debris processing site for debris will be identified. After the storm passes and during the

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preliminary damage assessment, a determination needs to be made on the type and the estimated amount of debris that will be moved and disposed of. The Town will be sectioned off and mapped into sections. Debris clearance should be managed to ensure that costs established for debris removal and other clean-up with the contractor is eligible for FEMA reimbursement. The unit price contract (cost per cubic yard) should be used when the scope of work is difficult to define and based on estimated quantities.

Push or Clearing Phase- The first 72 hours following the return of key personnel, establishing security, and initial assessment, debris removal by the contractor will focus on clearing key roadways and infrastructure for emergency personnel and equipment. This time frame may be 100% reimbursable from FEMA. Based on damage, this phase may not include any pick-up of debris. In some cases, areas outside of the village will need to be cleared.

Debris Pickup Phase- A transition will be made from the push or clearing phase to the pick-up phase. After the initial phase of opening up key roadways, a schedule should be established and communicated to the public for curb/street pick-up of debris. A schedule will need to be made to determine the number of times that the contractor will pick up debris. Debris picked up and transported to the local holding site will be segregated and burned/chopped and/or transported to a permanent disposal site.

Local Collection Site- A local site for debris collection (TDSR) or staging area for debris should be established. This site should be easily assessable, screened for unapproved waste, and ensured that an elevated inspection station is established and debris monitored. The site or sites also need an environmental permit. In most cases this is a holding site until transfer to a landfill or burn site can be made.

Monitoring- Monitoring debris removal and management should follow FEMA guidelines. A Town representative (reduction site/disposal manager) responsible for monitoring debris should be established at the temporary storage and reduction site to determine the quantity of material being hauled and disposed of and to maintain proper documentation. An elevated inspection station should be established with proper records kept (load tickets, unit number, weight, amount) of all debris picked up/deposited and transported.

Communication- After the public has been allowed to return to their homes, or the storm has passed; a public announcement should be made to the public on what to do with their debris, the length of time the Town will assist with pick-up services, and the number of times debris will be picked up.

Financial - A financial tracking system for Town personnel and equipment used as well as contracted debris removal will need to be established in order to qualify for FEMA reimbursement. FEMA has strict guidelines related to debris removal

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reimbursement once a disaster has been declared. In addition to other Town financial responsibilities, financial obligations to the contractor must be planned for.

Documentation- Documentation meeting FEMA guidelines will be necessary to be eligible for reimbursement. Debris removal and clean-up is eligible for reimbursement under the Public Assistance Program from FEMA if a Presidential Disaster is declared. Based on the type and amount of debris, several methods may be used for determining a cost out method, which should be negotiated with the debris contractor based on recommendations from FEMA.

D. General Debris Operations Strategy

In many cases, prior contact with the debris contractor is not possible, however for a potential hurricane impact; contact should be made with the Disaster Recovery Contractor to begin planning for the deployment of services. The Incident Commander or his designee (Public Works Director) is responsible for contacting the Disaster Recovery Contractor to initiate their services which include debris removal, clean up, demolition, and technical assistance. The following are key areas to consider:

1. Develop a strategy and map out debris zones of the Town.
2. Determine method of estimating debris and cost with Debris Contractor.
3. Assess and estimate quantity and mix of debris.
4. Determine temporary transfer site location (TDSR).
5. Good flow of traffic.
6. Inspector tower.
7. Area for segregation of material.
8. Environmental conditions met.
9. Establish priorities to determine which roads or areas that will be cleared first.
10. Address legal, environmental, and health issues.
11. Inform residents when debris operations will take place in their neighborhoods.
12. Begin to document costs, and coordinate and track personnel and equipment.
13. During the push phase (usually the first 72 hours), debris is usually pushed to the roadside to clear access for emergency vehicles. During this time period debris is typically not hauled to a disposal site.
14. During the pick-up phase, it is advantageous to move the debris either to temporary storage site (TDSR) until it can be transported to a reduction site or landfill for permanent disposal.
15. Debris removal is covered under the Stafford Act. Environmental considerations and legal issues pertaining to State and Federal requirements must be considered for pick up and delivery, demolition, when selecting TDSR site, and for final disposal of debris. Environmental requirements include but are not limited to the Clean Water Act, Endangered Species Act, Coastal Barrier Resource Act (COBRA), NEPA, Resource Conservation and Recovery Act, and Flood Plain and Wetland Protection.

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There are basically three types of debris contracts:

Time and Material- Flexible for early debris removal and for hot spots, however usually allowed for only first 72 hours.

1. Must be monitored.

Unit Price- Usually the method used after the initial 72 hours.

1. Accurate account of quantities transported in cubic yards or ton.
2. Monitored.
3. Trucks measured and numbered.
4. Trucks documented/load tickets.

Lump Sum- Usually used for specific areas such as a TDSR site to a landfill or reduction site.

1. Easy to monitor.
2. Must quantify the amount of debris.

E. Debris Operations Check List

Prior to the storm contact Debris Contractor. 1 week pre-storm put Debris Contractor on stand-by. Develop/negotiate scope, cost, and Notice to Proceed Agreement. Ensure Debris Project Manager is on scene and reviews procedures. Assess the amount, type of debris, and a cost estimate for debris removal and provide to Public Services Facility Director and Finance Officer. Develop guidelines and procedures for the debris project:

- Amount and type of debris.
- TDSR sites.
- Develop pick-up strategy using Zones Map.
- Permits.
- Method of disposing: burning, mulching, dump.
- Determine final destination of debris.
- Separation of material.
- Monitors.
- Measurements of trucks.
- Tickets.
- Loads (how to measure).
- Communication with Project Manager and crews.
- Documentation
- Contact and Coordination of procedures with FEMA representative.
- Develop plan to clear roadways and areas during the initial Push Phase.
- Ensure all loading is done mechanically.

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- Ensure all loads are monitored at the site.
- Ensure the load tickets and records match daily.
- If debris at a gated community is included, ensure right of entry is obtained and FEMA is involved.
- Notify the public of the debris pick up schedule (number of passes) and other related information.
- Determine what roadways are Federal roadways and coordinate debris removal with DOT and/or FEMA.

APPENDIX 1. HURRICANES & RELATED SEVERE WEATHER

A. Introduction

Hurricanes are devastating powerhouses of wind, rain, and storm surge that impacts a considerable area with fierce winds in excess of 74 miles per hour revolving counter-clockwise around a low atmospheric pressure eye. Hurricanes whip up seas and tides to dangerous levels. In addition, hurricanes inundate low-lying areas with relentless rainfall. This combination of weather will cause severe flooding and wind damage to coastal and inland regions. In addition, tornadoes are commonly associated when storms move inland. The Atlantic hurricane season is defined as June 1st - November 30th, however storms may occur outside these time frames. The Town of Golden Beach is vulnerable from tropical or hurricane force winds and tornadoes associated with a hurricane as well as flooding and storm surge.

B. General Information

A hurricane is a type of tropical cyclone, which is a generic term for a low pressure system that generally forms in the tropics. The cyclone is accompanied by thunderstorms and, in the Northern Hemisphere, a counterclockwise circulation of winds near the earth's surface. Tropical cyclones are classified as follows:

Tropical Depression - An organized system of clouds and thunderstorms with a defined surface circulation and maximum sustained winds of 38 mph (33 knt) or less.

Tropical Storm - An organized system of strong thunderstorms with a defined surface circulation and maximum sustained winds of 39-73 mph (34-63 knt).

Hurricane - An intense tropical weather system of strong thunderstorms with a well-defined surface circulation and maximum sustained winds of 74 mph (64 knt) or higher.

Hurricanes are categorized according to the strength of their winds. A Category 1 storm has the lowest wind speeds, while a Category 5 hurricane has the strongest. These are relative terms, because lower category storms can sometimes inflict greater damage than higher category storms, depending on where they strike and the particular hazards they

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bring. In fact, tropical storms can also produce significant damage and loss of life, mainly due to flooding.

1. **Wind-** Hurricane winds are defined as those more than 74 mph and hurricane gusts can reach more than 200 mph as far out as 20 to 30 miles from the eye.

Winds move in a counterclockwise direction with the greatest winds usually on the right front quadrant. Gale or tropical force winds (39-73 mph) of the hurricane can extend 200 miles or more on the “front-side” of the storm and trail hundreds of miles on the “back-side.” Threats from hurricane force winds are flying debris, structural collapse, and the potential formation of tornadoes. 70% of all land-falling hurricanes spawn tornadoes

Sustained winds** - A 1-minute average wind measured at about 33 ft (10 meters) above the surface. * 1 knot (knt)** = 1 nautical mile per hour or 1.15 statute miles per hour. The effects of the wind on a structure are not linear (1-1 relationship), but increases by the square. An increase of 10 MPH creates a significant increase in force.

2. **Storm Surge-** Storm surge is a large dome or mound of water created by the force of the wind blowing across the water, the low atmospheric pressure in or near the eye, and the slope of the continental shelf. Surge heights peak as the hurricane reaches shallow water, wind is at a maximum, and the storm makes landfall. Tidal levels also have a significant impact on the amount and level of the storm surge. Maximum storm surge usually occurs to the right front quadrant area of the storm, near the point of maximum winds, with the greatest flooding impact from storm surge north of the eye. Storm surge may raise the ocean 15-20 feet or more above main sea level at the coastline, causing severe coastal and inland flooding in addition to damage from coastal wave action. Drowning from storm surge and flooding is the leading cause of hurricane related deaths. Elevations at the beach vary from 4-20 feet above sea level.

The following is a schedule for a worst case storm surge;

- Cat 1- 11 feet
 - Cat 2- 14 feet
 - Cat 3- 17 feet
 - Cat 4- 21 feet
 - Cat 5- 24 feet
3. **Rain/Flooding-** Heavy rains accompanying a hurricane and tropical storm contribute significantly to flooding throughout affected regions. Typical hurricanes produce 6-12 inches of rainfall to the affected area which often come in bands. Slow moving storms (<10 MPH) are difficult to predict and may produce heavy rains and flooding problems in coastal and inland areas. The

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speed/ intensity of the storm will have an influence on the amount of rainfall and flooding.

4. **Intensity/Damage-** Hurricanes expend considerable energy when contacting the shoreline and coastal regions and usually begin to dissipate as they move inland. Tropical force winds usually subside within 12-hours; however recent studies indicate some areas, such as marshlands, do not dissipate the storm as soon.

Hurricanes vary in size, intensity, and speed. The Saffir-Simpson scale breaks hurricanes into categories based on sustained wind speeds.

- Category 1: 74-95 MPH
- Category 2: 96-110 MPH
- Category 3: 111-130 MPH
- Category 4: 131-155 MPH
- Category 5: greater than 155 MPH

Category 1 and 2 Hurricanes: Usually pose minor damage to stable structures, but can do major damage to mobile homes, vegetation, and piers. Flooding will occur in some coastal areas and low lying areas.

Category 3 Hurricanes: May cause some structural damage to small residences and utility buildings, but mobile homes are destroyed. Flooding near the coast destroys structures with floating debris. Low areas may be flooded inland 8 or more miles.

Category 4 and 5 Hurricanes: These storms are the most deadly and destructive. Both can create complete roof failure and building collapse of residences and industrial buildings. Major damage occurs in the lower floors of structures along the shoreline, and massive beach erosion is caused by the storm surge. Flooding of 15 feet or more may occur along the shoreline and up to 10 miles inland.

Tropical Storm Warning: A warning that tropical storm conditions including possible sustained winds ranging from 39-73 miles per hour are expected in a specific coastal area in 24 hours or less.

Hurricane Watch: An announcement made for specific coastal areas that hurricane conditions are possible within 36 hours.

Hurricane Warning: A warning that sustained winds 74 mph or higher associated with a hurricane are expected in a specified coastal area in 24 hours or less. A hurricane warning can remain in effect when dangerously high water or a combination of dangerously high water and exceptionally high waves continue, even though winds may be less than hurricane force.

C. Responsibilities

Each Town department is responsible for a wide variety of activities for each phase of an emergency (Preparedness, Response, Recovery, and Mitigation). General duties and specific responsibilities required of each department will utilize a checklist.

Response recovery objectives and responsibilities will be determined by the Unified Command. Specific information on a topic may be found in other areas of this MCEMP.

1. **Emergency Response-** Outside activities by emergency workers will be limited when sustained winds reach 45 MPH or as determined by the IC and Department Head to ensure safety of personnel.

2. Staffed Facilities

a. The town will establish a command post (Unified Command) for any severe tropical storm or hurricane and direct operations.

b. For a Category 1 or 2 storm or tropical force winds impacting the community, critical personnel will staff the, North Miami Beach EOC. The decision to staff key functions or evacuate all Town personnel will need to be made prior to the on-set of tropical force winds.

3. Evacuation:

General Population Evacuation

A. Evacuation orders and instructions shall be issued by the Miami-Dade County Mayor.

B. All citizens are to be instructed to seek shelter well inland. Sheltering with family and friends or in a hotel/motel will provide the most comfort.

C. Persons who wish to go to public shelters are to be referred to official announcements on radio and TV for shelter locations and instructions. General instructions for hurricane evacuation are also available in the telephone book.

D. Persons who need transportation to public shelters are directed to local evacuation centers.

E. Public transportation will be available at these sites to transport people to public shelters.

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- F. Evacuation determination and efforts will be coordinated with the Miami-Dade EOC. Evacuation orders are mandatory, however persons who refuse to evacuate will not be forced.

Traffic Plan

The Town of Golden Beach Police Department will be responsible for facilitating the smooth flow of traffic.

1. Any additional requests for traffic personnel will be made to the unified command.
2. All personnel (regardless of their agency) assigned to work traffic will operate on a common radio frequency.
3. Law enforcement or CERT teams assigned to the Golden Beach Police Department will operate under the command/control of the Chief of Police or his designee.
4. Officers will be positioned at the major intersections as needed.

Town Government Evacuation

1. The Town Manager shall order all Town workers to take shelter or evacuate prior to dangerous hurricane conditions. If the situation allows, the IC may release non-essential Town workers from duty if adequate time is available for them to reach shelter.
2. Outside operations with sustained winds above 45 MPH will be limited, except as determined by the IC, Department Head, or Town Manager.
3. Town government shall evacuate to the nearest safe location as determined by the Town Manager (Emergency Management Coordinator).
 - a. Accountability of personnel and equipment shall be maintained by each department.
 - b. Records may be kept in the vehicles if adequate protection is available.
 - c. Personal supplies should be taken with all personnel who evacuate.

D. Preparedness Activities

Preparedness is any action taken in advance of an emergency to plan, develop, support, and enhance the operational capabilities and to facilitate an effective and efficient response and recovery to an emergency situation.

1. **All Town Departments** - Review and complete all activities in the following Hurricane Preparedness Check list by April 30th of each year and forward a letter to the Town Manager (Emergency Management Coordinator) when all items have been completed. The MCEMP basic plan including Hurricane Appendix I and Specific Annexes such as Debris Management, Communications, etc. have been reviewed by department personnel. Department hurricane plan/guidelines, job duties, and responsibilities specific for each department have been reviewed with all department personnel.

Any updates to the MCEMP or department guidelines have been forwarded to the Town Manager (EMC).

All special hurricane emergency arrangements or agreements with outside agencies or suppliers have been confirmed.

Ensure that a stockpile of emergency supplies and equipment for all Town facilities and for each department are adequately supplied.

All department radios have been checked and are functioning properly.

All departments have checked and confirmed that all emergency phone numbers/contact lists are accurate.

All Town personnel should have personal plans for hurricane emergency dependent care and property protection.

All Department Heads and critical personnel participate in the annual hurricane exercise.

2. **Police Department** (Responsible for Emergency Management coordination) Each year by May 1st, a review of the MCEMP and specifically the Hurricane Appendices will be made and updates made. During April of each year a hurricane preparedness class is offered to all town workers. In May/June of each year a hurricane exercise will be conducted with department directors and critical village staff. Annually, prior to hurricane season, information related to hurricane preparedness will be made available to the general public.

3. Purchasing and Procurement

Ensure that maintenance/service is completed semi-annually on all Town facility generators.

4. Personal Hurricane Preparedness

The welfare of the general population requires that town workers be on the job during a hurricane emergency. It is important that town workers protect their personal property and families so that they can perform essential duties with peace of mind. The town recognizes the responsibility of its workers to their families.

All Town workers are required to make personal plans for dependent care prior to a hurricane emergency.

Dependents should be sheltered well inland, away from flood prone areas and in sturdy buildings. Although some families may be able to remain at home, many will need to relocate to shelters. Sheltering with family, friends or in a hotel/motel will provide the most comfort. Several families may wish to shelter together for mutual support. All dependents should be prepared to live without assistance for up to **three days** (72 hours).

For those that need Red Cross sheltering, shelters will be opened throughout Miami-Dade County. No unaccompanied dependent children should be sent to a public shelter. All minor children of Town workers should be in the care of a responsible adult. Pets are not allowed in most public shelters. Each town worker with a family pet should make special plans for them prior to a hurricane emergency.

Town workers are encouraged to stockpile the following supplies:

- a. Portable radio, flashlight, batteries.
- b. First aid supplies.
- c. Medicines and baby supplies.
- d. Bottled water (1 gallon per person/ per day x 3 days = 3 gallons).
- e. Materials to secure home (shutters, tape, etc.).
- f. Fire extinguisher.
- g. Eating utensils can opener, etc.
- h. Bedding.
- i. Extra clothes.
- j. Tools.
- k. Pail with cover (for waste).
- l. Extra money "Cash" as it is important the everyone has cash on hand as ATMs may not be available.

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These supplies can be used if town workers' dependents remain at home or relocate to a shelter. Remember, shelters may lose electricity, water, etc., due to the hurricane.

A **hurricane watch** means that a hurricane may threaten our area in the next 24 to 36 hours. When a hurricane watch is declared, Town workers should:

- a. Monitor radio and TV weather reports.
- b. Check supplies.
- c. Store food and water.
- d. Fill vehicle fuel tanks.
- e. Secure boats, lawn furniture, etc.
- f. Fill prescriptions.
- g. Make pet arrangements.
- h. Confirm dependent care arrangements.

A **hurricane warning** means that a hurricane is expected to strike within 24 hours. When a hurricane warning is declared, Town workers should:

- a. Secure their home.
- b. Turn off utilities.
- c. Secure pets.
- d. Evacuate dependents if necessary (take along hurricane supplies).
- e. Critical workers need to report to work.

E. Response Activities (pre-storm)

Response activities are actions taken immediately before, during, or after an emergency to reduce casualties, save lives, minimize damage to property, and enhance the effectiveness and speed of recovery. The response phase includes conducting emergency operations by taking action to reduce the hazard to acceptable levels (or eliminate it entirely), and to coordinate resources in managing the emergency. Activities related to the threat of possible tropical or hurricane force winds will be done several days ahead of any Hurricane Watch activities if it is evident that the Town may be impacted. The Town Manager will determine at what point Response operations will begin. This will usually be prior to the Hurricane Watch issued for the area (72 hours prior). During hurricane force winds, most operations will cease and time will be spent coordinating and planning activities once the hurricane/gale force winds have subsided.

1. All Departments

In the event of a hurricane impacting our area, Department Directors will meet with the Town Manager and staff for updates and projections of a potential storm,

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to plan preventative measures, coordinate the securing of facilities and equipment, and to keep employees informed.

Each department will review the MCEMP with personnel and begin preparations including each department's individual plan and personal plans in the event of an impact. All departments and critical personnel will review their department hurricane guidelines and ensure that their facilities, equipment, personnel, and records are prepared.

At the direction of the Town Manager, each department will secure their facility by applying shutters to the windows, checking supplies, and check that the generators are working and fuel is topped off. Each department should box up necessary records and back-up necessary computer files and prepare for transport if an evacuation is called for. Each department should secure and take protective measures for equipment at their facility.

Keep employees informed of the status of the storm. All critical Town personnel will be contacted and advised when they would be required to report for duty. Ensure all personnel have supplies (food, water, clothing, etc.) so that they can be self-sustained for 72 hours. All Town workers should prepare for dependent care and make plans for securing their own residence.

All departments will maintain maximum fuel levels in vehicles and equipment.

Ensure all loose equipment in and around facilities is secured.

Ensure the Town has supplies to sustain the first 72 hours of emergency operations.

2. Executive Group

The Town Manager will coordinate all response activities and keep the Mayor and Town Council members informed of all activities related to the possible storm and associated impact. The Town Manager will alert and keep the Town Council members briefed on the status of the storm, town preparedness, and other information. Meetings will be held by the Town Manager with Department Heads and critical staff personnel to coordinate response activities.

3. Police Department (Responsible for Emergency Management activities) Keep the Town Manager and all Department Directors informed of all storm updates and information from the Miami-Dade County EOC. Contact a hotel/motel site to make preparations in the event of an evacuation. Ensure all emergency contact numbers are accurate and radio systems are operable.

If an evacuation is called for by the Mayor of Miami-Dade County, coordinate evacuation activities with other law enforcement agencies.

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Set up the local command post at the Police facility and coordinate Town emergency response activities. Personnel are alerted of call-back and staffing requirements.

Coordinate emergency response activities.

Coordinate information and activities with Miami-Dade County and Divisional EOC.

Ensure that vehicle maintenance and service personnel are available.

Contact the Debris Management Contractor to monitor activities.

4. Purchasing and Procurement

Ensure that rental trucks are reserved for evacuation of equipment and records.

Ensure that all boxes and supplies for the hurricane and evacuation are procured and available.

Ensure all contracts/purchase orders are up to date.

Ensure all Town fuel tanks are kept full.

Set up contacts/contractor for potential supplies.

Ensure a 72 hour supply of goods, equipment, and supplies are available and ready for transport. These include the following:

- a. Food/meal for all available workers (3 meals a day x 3 days MRE's)
- b. Water
- c. Fuel
- d. Extra equipment (e.g Batteries, Chain saw blades, Tools, etc.)
- e. Generators: For maintenance, battery charging, lights, running equipment/pumps, etc.
- f. Temporary shelters (available buildings, portable, or tents).
- g. Service area for tire and equipment repairs, batteries, etc.
- h. Each department will be responsible for their vehicles).

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- i. Portable sanitation facilities (4 port-a-lets).

5. Public Works

- a. Sewer Section can obtain additional portable pumps and generators for lift stations. Draw down the storage capacity of affluent basins.
- b. Water Section Fill portable storage tanks, monitor chlorination levels.
- c. Sanitation Section Support PCP activities.
- d. Streets Maintenance Section Pick up garbage cans and other material on beach/right-of-ways
- e. Ensure fuel portable storage containers are full.

6. Police Department

- Coordinated emergency response activities.
- 9-1-1 Communications Center responsible for alerting the Town of special weather information.
- Responsible for security of the Town.
- Responsible for securing traffic
- Maintain open roadways and traffic.
- Control of civil unrest.
- Responsible for coordinating re-entry procedures.

7. Building/Code Enforcement

- Ensure all construction sites/contractors have secured their equipment and facilities.
- Prepare and box all records/documents/plans for possible evacuation.
- Prepare for damage assessment responsibilities.

8. Finance Department

- Prepare/back-up all financial records for possible evacuation.
- Ensure payroll/payment continuity during emergency and recovery operations.
- Prepare documentation and distribute to all departments to track storm related expenditures.
- Ensure Computer equipment/system is ready for transport.
- Ensure payroll continuity during emergency operations.

9. Parks/Recreation Department

Ensure that warning signs and equipment is secured.

10. Utility Billing

Assist in functional and access needs info.

11. Town Clerk

Ensure required records are secured electronically or manually.

F. Recovery Activities (post-storm)

Short-term recovery is any action taken to return vital functions and critical infrastructure to a minimum operating standard. Activities are initiated to assess damages, needs, and available resources and coordinate relief efforts. The ICS system will be used to manage/coordinate all short term recovery activities

Initial Post Hurricane Survey

As soon as the winds diminish to a safe level a team of Police, and Public Works, personnel will initiate an assessment. At this time the perimeter should be secured and command assumed. This assessment should include:

- Check roadways and bridges for safe passage.
- Determine level of flooding and damage.
- Determine damage of Town facilities and alternate command post.
- Check for communications availability.
- Check for power, water, and sewer damage/outages
- Communicate information with Evacuation Center.

Sample Action Plan for first 12 hours:

- Re-Establish a Command Post
- Develop the first 12 hour action plan and assign personnel. Make assignments following ICS guidelines and needs.
- Re-establish communications (radio, IT, sat phones)
- Set up security perimeter.
- Do an initial damage assessment. (use zone map)
- Begin Search/rescue efforts. (use zone map)
- Begin debris removal from major streets/roadways.
- Begin efforts to restore water, sewer, and power.

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- Establish local staging area for resources (for workers): Food, fuel, water, shelter, sanitation, and maintenance.
- The Town should not expect assistance for the first 48-72 hours.

General ICS Responsibilities/duties

The following are basic responsibilities for each position in the ICS structure. Some areas will not be staffed while others may have additional assistance.

1. Town of Golden Beach ICS Structure:

Town Manager

Responsible for coordinating all of Golden Beach's recovery activities and restoring essential functions. He or she will establish the overall objectives for the Town.

2. Unified Command (Police)

A single IC has one individual responsible while a unified command involves multi jurisdiction/agency or multiple departments within an agency. UC allows a coordinated effort in determining objectives with one agency/dept. taking the lead role with the others assuming support.

- Establishes a command post.
- Establishes priorities and objectives.
- Established the level of the organization needed and monitors the operation and effectiveness of the operation.
- Responsible for overall safety.
- Coordinates the activities of the general/command staff.
- Approves the action plan and approves the use of or demobilization of resources.
- Develops action plans for specific time periods (example 12 hours).

3. Command Staff (if not staffed, the responsibility of the IC) Safety

- Monitors incident operations and advises the IC of all matters including emergency responders.
- PIO (Town Manager or designee)
- Establish an information area and method for the media and public to release information (ie; radio, TV, or web site).
- Establish a staffed phone number for public information.
- Coordinate public info through Miami Dade County/North Miami Beach EOC Liaison.

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- If staffed, coordinates activities and issues with outside resources. A point of contact.

Operations (If not staffed the responsibility of the IC) This section is responsible for managing all tactical operations.

- Supervises the operations portion of the IAP.
- Approves and requests all resources to function and demobilization of personnel and equipment.
- Responsible for safety of personnel and their operation.
- Request additional units from staging or the IC.
- Gives periodic briefings and updates to the IC.

Building (If not staffed the responsibility of the IC)

- Collects information and develops plans to assist the IC in mitigating the incident.
- Advises command of needs.
- Determines the need for specialized services.
- Plans for the needs of personnel, resources, and equipment.
- Looks at the future of the incident at what the needs will be and assists in developing the Incident Action Plan.

Logistics (Public Works)

- Provides all incident support needs for responders.
- These include, fuel, facilities, supplies, equipment maintenance, food services, water, medical, etc.
- Develop communications so workers can contact families.
- Develop 12 hour work schedule for workers.
- Food and facilities for preparation to feed workers.
- Water.
- Establish Fuel supplies.
- Ice
- Sanitation supplies (port-a-lets).
- Generators.
- Establish sleeping facilities (trailers, tents, buildings, etc).
- Provides information to IC for the Incident Action Plan.
- Requests additional resources as needed.

Finance

- Manages financial aspects of the incident.
- Ensures compensation and claims.

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- Responsible for documentation of personnel and equipment for potential reimbursement.
- Within this group is the IT division and is responsible for re-establishing the IT network system.

Branch/Divisions/Groups under Operations

- Staging- Responsible for setting up a staging area for equipment, food services, fuel, maintenance, supplies, tracking resources, and advising the UC what is available.
- Communications- Responsible for re-establishing radio communications.
- Damage Assessment- Responsible for conducting an area damage assessment and reporting to the UC.
- Law Enforcement- Will establish several groups under law enforcement branch such as traffic, animal control, 9-1-1 communication, patrol, code enforcement and services.
- Public Works- Will establish several groups under PW including water, sewer, streets, and debris management.

4. Responsibilities that may be assigned to a Branch or Group from a specific department (sample)

Although assignments may be made by a functional group such as law enforcement, departments and members may be responsible for other ICS functional/task areas or assigned a command staff level position responsible for an area such as Logistics.

The Town Manager is responsible for coordinating all Golden Beach recovery activities and restoring essential functions. He/she will assist the unified command in establishing overall objectives.

The Police Department will be responsible for coordinating activities with other outside agencies, search and rescue operations, and radio communications. The Police Department is responsible for maintaining security, coordinating re-entry, traffic, animal control, code enforcement issues, and restoring law enforcement operations. Assistance with search and rescue (S/R) may be necessary.

Public Works will be responsible for debris management and coordinating efforts with the debris management coordinator. Public Works departments will be responsible for infrastructure repair such as water, sewer, and streets.

The Building Department will be responsible for damage assessment as well as coordinating post-disaster mitigation activities (LMS). Building will assist with the damage assessment of public facilities and other areas as requested.

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The Finance Department will be responsible for financial responsibilities including recording costs associated with the event and coordinating all FEMA Public Assistance grants and reimbursements. The IT Department will restore the communication network.

Finance will be responsible for logistical support including repairs of Town facilities, apparatus, and equipment, coordinating equipment needs, fuel, food, etc.

The Human Resource Department will coordinate insurance needs for public facilities, equipment and information for damage reimbursement reporting. In addition HR will assist with coordinating human service needs.

The Town Clerk's office will assist in re-establishing Town records and functions.

5. General Objectives

- Ensure command is established and a stationary command post.
- Re-establish a command post if an evacuation occurred. Establish a unified command. Begin to develop an action plan for the first 12 hours and then for additional time periods as needed.
- Do a preliminary damage assessment of casualties and property and begin Search/Rescue activities.
- Use the zone map and begin a building-by-building search of all structures that are safe to enter, beginning with the area most heavily damaged. Mark/date each house identifying that a search has been completed and the number of victims (see marking system). Once all damaged structures have been completed do a secondary search of all affected structures.
- Establish communications.
- Set up security (perimeter) for the town, initially allowing only critical persons and equipment into the town until the area is determined safe.
- Debris should be cleared on major roadways to allow emergency vehicles and workers access. A debris transfer site, monitoring station, permits, personnel and equipment, and schedules for debris should be established removal (see Debris Management Appendix).
- Set up a staging area for all incoming equipment and supplies as well as a medical staging area for triage, treatment, and care of the injured.
- Each utility/public works section should assess critical infrastructure/functions and begin the process to restore the critical functions and areas first.
- Begin resource management of personnel, supplies, and services needed for the workers and operations which will include food, water, shelter, fuel, sanitation means, equipment and vehicle maintenance, communications, and a host of other resources. The Town of Golden Beach should be prepared to be self sufficient for a minimum of 72 hours until additional assistance is available from the EOC.
- Coordinate health related activities with the County Health Department.

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- After the initial preliminary assessment has been completed, begin a damage assessment (PDA). Send a report to Miami-Dade EOC.
- Structures will need to be evaluated for safety and structural stability.
- Tag buildings for livability if possible using the red (not livable), green (livable), and yellow (livable but needs attention) system.
- Establish a fleet maintenance program to care for apparatus, equipment, tire repair, and service needs.
- Call for mutual aid as needed to assist with rescue, security, and other functions. Request State Mutual Aid resources through Miami-Dade County EOC.
- May coordinate workers/resources using 12 hour on/off schedule. Provide Town workers time to care for their own families, property, and needs.
- Establish Points of Distributions (POD) for essential citizen's supplies.
- Restore essential government functions such as Information Technology, records/Town Clerk, Planning and Development, Finance, and other functions. Establish a fixed or portable site to carry on Town business.
- Keep the elected officials informed of the event and recovery efforts.
- Post sites and provide updated information to residents via the local media, staffed telephones, and the Town's web site.
- Coordinate relief efforts with County, State, and Federal Agencies (FEMA).
- Ensure all preparedness, response, and recovery activities are well documented for possible reimbursement. This will be used to evaluate the damage, re-establish emergency services, secure the area, establish a command post, and begin to restore the infrastructure.

6. Search/Rescue Marking System

Search/Rescue crews will utilize a uniform marking system (red/orange spray paint near the main entrance) to identify structures that have been searched. Crews will usually begin in the most damaged area utilizing the zone map. If needed, GPS coordinates are available to identify each zone (see zone map). During the initial primary search, an approximate 12 inch diagonal stripe will be marked near the front entrance. After exiting the building the date will be placed in the upper left section of the stripe and the number of victims in the right upper section. If unable to search due to hazards identify by NS (not safe) instead of victims. If a secondary search is completed later, place another diagonal opposing stripe with the date of the search/victims in the lower middle section.

G. Mitigation Activities

Mitigation includes those activities, policies, or programs developed and adopted that will reduce, eliminate, or alleviate damage caused by disasters. Proper and coordinated planning is a prerequisite to effective hazard mitigation. The purpose of the Mitigation Programs are intended to reduce the loss of life and property due to natural disasters, to enable mitigation measures to be implemented during the

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immediate recovery from a disaster, and/or to prevent future hazards. Mitigation activities will be the responsibility of each department; however activities should be coordinated with the Finance Director and LMS Coordinator for the Town.

Eligible activities for this program may include:

1. Property acquisition or relocation.
2. Structural and non-structural retrofitting (e.g., elevation, storm shutters and hurricane clips).
3. Minor structural hazard control protection
4. Localized flood control projects that are designed to protect critical facilities and are not part of a larger flood control system.
5. Protection of utilities and seismic protection.

H. Search and Rescue/Assessment/Debris Zone Map

This map will establish zones so that initial search/rescue crews, debris management crews and damage assessment teams can identify locations. Each zone will have a GPS coordinate and the elevation identified.

I. Demobilization Plan

1. General Information. No resources will be demobilized until authorized by the section commander and the IC.
2. All demobilized units will be transported to the staging area and checked out. Appropriate demobilization forms will be filled out.
3. Supervisors will be briefed prior to demobilization on current issues.
4. All equipment/apparatus will be accounted for and turned into the staging officer.
5. All resources will meet work/rest requirements prior to being released.

APPENDIX II. HAZARDOUS MATERIALS

A. Introduction

Hazardous materials are chemical substances, which if released or misused can pose a threat to the environment or health. These chemicals are used in industry, agriculture, medicine, research, and consumer goods. Hazardous Materials come in numerous forms such as explosives, flammable and combustible substances,

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oxidizers and organic peroxides, poisons, radioactive materials, and other substances.

B. General Information

Many products containing hazardous materials are routinely used and are also shipped daily on highways, railroads, waterways, and pipelines. Hazardous materials incidents may include responses involving fires, spills, transportation accidents, chemical reactions, explosions, WMD situations, and confined space atmospheres.

1. Department of Transportation (DOT) as Haz-Mat categories:

- Class 1 Explosive.
- Class 2 Flammable Gasses.
- Class 3 Flammable Liquids.
- Class 4 Flammable Solids.
- Class 5 Oxidizers and Organic Peroxides.
- Class 6 Toxic Materials and Infectious Substances
- Class 7 Radioactive Substances.
- Class 8 Corrosive Materials.
- Class 9 Miscellaneous Dangerous Goods.

2. Levels of Service- The Town of Golden Beach utilizes the Miami-Dade County Fire Rescue Department for a response to hazardous material situations. Goals are to identify the material, control and containment, evacuation and/or rescue of injured people, decontamination of personnel and equipment, documentation, and restoration of the scene.

- **Awareness Level:** These persons have minimal training related to hazardous material but may have training related to specific chemicals at their facility. Awareness level personnel should be trained to identify and recognize a hazard, evacuate the immediate area, and call for assistance.
- **Operations Level:** Operations trained personnel are responsible for establishing command, isolation/deny entry, material identification, risk assessment, and minor control techniques, when safely possible. Operations personnel may also assist in atmospheric monitoring and decontamination when necessary.
- **Technician Level:** Technician trained personnel in addition are responsible for entries into the Hot Zone to perform rescue, advanced research, advanced control and mitigation techniques, and advanced monitoring.

C. Responsibilities

The Miami-Dade County Fire Department will be responsibilities for managing hazardous material types of incidents. They will establish command and will utilize the NIMS ICS system and establish a command post to manage resources and coordinate the event.

A unified command system may be established for large scale incidents with the fire department taking the lead role. The Incident Commander or Unified Command has overall control of the operations. The IC/UC is responsible for all public and personnel life safety issues as well as the development of the action plan to mitigate the situation.

The Golden Beach Police Department is responsible for securing the perimeter, managing crowd control, assisting in evacuation measures, and assisting in law enforcement activities as needed. If Town personnel are involved in a spill or leak at their facility, they should evacuate the area and stay at a safe distance until the material has been identified, hazards assessed, and corrective actions take. Other Town departments such as Public Works may be called to assist with functions such as roofing material, shutting off utilities, etc.

The following are prioritized operations:

1. Isolation
2. Identification
3. Stabilization
4. Evaluate
5. Decontamination

Haz-Mat Team- Regional or local Haz-Mat teams may be utilized to assist with larger scale incidents. Their priorities and responsibilities will be the same as for a small incident including site control, safety, research, entry teams, and decontamination.

The Florida National Guard has a Civil Support Team (CST) that is designed to support local Incident Command and local emergency responders with hazardous materials or WMD situations.

State Emergency Response Team (SERT) The SERT is composed of representatives of state and local agencies that coordinate assets for Terrorist/WMD incidents. These types of incidents that impact Florida can quickly exceed the response and recovery capabilities of local jurisdictions.

During the response phase of such events, the SERT, located at the State Emergency Operations Center (SEOC), coordinate the deployment of state

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resources, personnel, interstate mutual aid, and federal resources to support local agencies.

D. Preparedness Activities

1. Each year, all Town workers will participate in the Haz-Com Class conducted by the coordinator in each department (<https://www.osha.gov/html/faq-hazcom.html>).
2. An annual training exercise will be conducted with those departments who are typically involved with hazardous materials (Public Works, Fire, and Police) and outside agencies.
3. Classes and information for Town employees are available related to hazardous materials.

E. Response Activities (Operations)

The response phase or operations includes conducting emergency operations by taking action to reduce the hazard to acceptable levels (or eliminate it entirely), and to coordinate resources in managing the emergency.

1. The initial response of fire and police units will depend on the information received and appropriate response based on the level type.
2. As a minimum, a single unit will be dispatched to perform a risk assessment including type of hazard, material involved, resources needed and minor mitigation and control efforts. A single unit should be able to mitigate small combustible/flammable liquid spills less than 10 gallons or other minor types of incidents with a minimal degree of hazard (leaking gas tank, small LPG tank leaking, antifreeze, oil, etc). If additional resources are needed command should be established and additional operational functions initiated.
3. Command will be established and direct all operations using the NIMS ICS system.
4. The ERG Guide will be used by the initial emergency workers as a basis to determine initial health hazards, protective equipment necessary, fire hazards and control measures, isolation/evacuation distances, and other factors for known or unknown hazardous material/substances.
5. The following classification system is used by the State of Florida Emergency Response Commission regarding the categorizing and reporting of hazardous materials incidents.

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Level I: (Minor)

- A spill, release or potential release of a known hazardous substance with minor injuries possible.
- A spill or potential release of less than 55 gallons of a substance.
- In general the material is not radioactive, water reactive, or hyperbolic.
- Unlikely that it will spread, and/or area involved is less than 300 sq. ft.
- Corrosive spills less than 10 gallons.
- 100 lb or less LP tank leak.

Level II: (Moderate)

- A spill, release or potential release of known or unknown hazardous substance with no deaths although injuries may be severe.
- A spill or potential release of known or unknown substances that is toxic, reactive, flammable, radioactive, corrosive, or biological in nature that exceeds the criteria for a minor incident.
- Release may not be controlled without special resources.
- Evacuation will be confined to a designated area that local resources can achieve. Extended sheltering is not required.

Level III: (Severe)

- A spill, release or potential release of a hazardous substance with an associated fire, explosion, or a toxic/corrosive cloud with injuries or deaths possible.
- A substance capable of producing toxic/corrosive gas cloud, highly reactive or unstable, may produce significant flammable vapors, or is radioactive or a chemical/biological pathogen.
- Involves large amounts of hazardous material or a limited amount of a very dangerous substance.
- Extensive environmental contamination is possible.
- Presents immediate danger to public and personnel.
- Evacuation of large numbers of the populace or extending over a large area impacting the community.

Level IV (Major):

- A spill or release of a hazardous substance that has resulted in a serious fire, explosion, or environmental contamination over an extended area.
- A known or unknown hazardous substance that can be highly toxic, very reactive or unstable, flammable or explosive, or etiological agents that are extremely pathogenic.

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6. **Operational Process-** Generally an 8-step operation process is used to manage any Haz-Mat incident. The key areas include:

- Isolate the area and deny entry of all personnel until the material has been identified.
- Identify the material and advise personnel of hazards.
- Evaluate hazards and risks utilizing information collected.
- Choose protective equipment necessary to operate in the hot zone.
- Coordinate information/resources with the IC.
- Control/confine material by developing offensive or defensive tactics. Decontaminate exposed personnel, victims, and civilians. Isolate equipment for further decontamination.
- Debrief/Document/Critique personnel involved.

Isolation/Control Zones- Control zones are to be established and identified by the first arriving unit utilizing the ERG. Detection equipment is to be utilized to establish and/or monitor the control zones. Access into hot/warm zones is to be controlled and access denied except for response personnel in an appropriate level of personnel protection. For an unknown substance atmospheric readings are to be taken measuring LEL, O₂, H₂S, CO, Chlorine, and Radiological levels. When a substance is known the appropriate atmospheric readings are to be taken along with measuring the LEL/O₂.

Hot Zone- The danger area surrounding the hazard. Minimum 50-foot radius. Only to be entered by Teams (minimum 2 personnel) in appropriate PPE with a back-up team standing by. All personnel entering this area are to be briefed on goals, hazards, and decontamination procedures prior to entry. Included may be an area to stage personnel contaminated until decontamination occurs.

Warm Zone- For decontamination and standby rescue operations. The Warm Zone shall be the location of the entry and exit corridors.

Cold Zone - No hazards, a clean area for command, staging, and other emergency service functions as well as media, agency liaison, etc.

7. **Product Identification-** Identification of the material involved should be determined as soon as possible to assist in determining the hazards to personnel, the public, and the environment. Occupancy location, container type (rail cars, transport vehicles, and intermodal), placards and labels, papers (bill of lading, dangerous cargo manifest, consist/waybill, and air bill), MSDS sheets, and information from the driver or fixed facility representative, are resources for determining the material involved.

8. Personnel Protective Equipment

Persons responding to a Haz-Mat incident must be protected from the hazard by protective equipment. The minimum protective equipment utilized by personnel until the product and hazards are identified, should be structural firefighting gear and SCBA. The following are the four levels of protective equipment established by OSHA, EPA, and NIOSH:

- **Level A-** Highest level of protection against vapors, gases, mists, and particles. Level A protection is a total encapsulating suit including SCBA. Requires training above the first responder level.
 - **Level B-** Requires a garment including SCBA that provides protection against splashes from a hazardous chemical. Wrist, ankles, face-piece and hood, and waist are secured to prevent entry of splashed material. Special boots and gloves may be needed depending on the material involved. Taped bunker gear at the wrists and boots, with an SCBA, would fall under this level.
 - **Level C-**The same type of garment used for Level B is used for Level C with the exception that it allows for the use of respiratory protection other than SCBA. This respiratory protection allows for the use of various types of air-purifying respirators where the specific material is known and measured.
 - **Level D-** Provides for non-respiratory protection and minimal skin protection.
9. **Evacuation/Shelter in Place-** A decision will be made by the IC on how to protect persons involved in the immediate area of a hazardous incident. Persons may need to be evacuated to a safe location or it may be determined it is safer to shelter them in place. Evacuation should be conducted for people in potentially imminent danger of fire, explosion, or a long term release of a gas or volatile liquid. Sheltering in place is an option utilized when evacuation would cause people to be exposed to a hazardous atmosphere or a situation exists where evacuation cannot be accomplished.
10. **Decontamination-** The Safety Officer or a designated person by the Haz-Mat Group Officer is responsible to ensure that decontamination is conducted. This person may be trained to the Operations Level. If a Safety Officer is not available, the IC or Haz-Mat Group Officer shall assign an officer to this position. Decontamination procedures are required to assure that any potentially harmful substances on equipment or personnel is confined within a controlled zone and other persons/equipment are not cross contaminated. Persons leaving the Hot Zone are assumed to be contaminated.

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- The decon area should be established before committing personnel to the Hot Zone.
 - Utilize MSDS information to determine proper decontamination procedures.
 - Decontamination procedures are to be performed in the Warm Zone adjacent to the entry point into the Hot Zone.
 - Prior to transport to a medical facility, persons contaminated should be decontaminated as much as possible and medical personnel/facilities receiving patients notified of the hazards.
 - All personnel performing decon are to be in appropriate PPE. A rapid decon (pre-connected hose line) may be established while the full decon is being set up.
 - If emergency decon of victims or personnel is necessary the 3-step (wet) method (flush-strip-flush) is to be performed.
 - For most other circumstances the 9-step (wet) decon process will be followed and is to be set up prior to anyone entering the Hot Zone, unless for an immediate rescue.
 - Dry decontamination may be used for large groups of persons. Dry decon kits are carried on FD apparatus; include disposable clothing, blankets, and bio hazard bags.
11. **Document/Critique-** A debriefing and critique should be held after the incident with all agencies involved to discuss problems and corrective actions needed. It is important to document all activities, equipment used, and personnel for reimbursement.

12. Response Overview

Local

A. 9-1-1 Emergency Communications Center:

- Records information.
- Dispatches first responders.
- Relays information to first responders prior to their arrival on scene.
- Makes notifications as required.

B. First Responders:

- Make initial assessments use ERG manual.
- Establish an Incident Command system (following NIMS).
- Determine hazardous materials level of incident.
- Identify the material if possible and set up zones (hot, warm, cold).
- Perform any obvious rescues as incident permits.
- Begin decontamination of victims and rescue personnel.

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- Establish security perimeter.
- Determine needs for additional assistance.
- Begin triage and treatment of victims.
- Begin Evacuation efforts. Either shelter in place or evacuate.
- Attempt containment of material.

C. The Incident Commander (IC) or Unified Command (UC):

- Establish a command post or local EOC and set up an ICS system.
- Notifies medical facilities, Miami Dade County/North Miami Beach EOC and other local organizations, as outlined in the Comprehensive Emergency Management Plan (MCEMP).
- Requests local or regional hazardous materials teams.
- Coordinate activities with Miami Dade County/North Miami Beach EOC.
- Coordinates resources.
- Seek state of emergency.
- Provides information to Public Information Officer (PIO).
- Coordinates with local and state EOC and federal agencies as required.
- Requests state and federal assistance, as necessary

F. Recovery Activities

Short-term recovery is any action taken to return vital functions and critical infrastructure to a minimum operating standard. Long-term recovery includes restoring life to a normal or improved state. Activities are initiated to assess damages, needs, and available resources and coordinate relief efforts. Recovery activities for a hazardous material incident will vary based on the material, exposure, and magnitude of damage.

Follow general MCEMP guidelines for all disaster recovery operations.

1. Clean-up is generally the responsibility of the person or company responsible for the spill. The Fire Department or Haz-Mat teams may assist with cleanup of small spills, not complicated by high risk or solid waste disposal restrictions.
2. Absorbent clay or pads contaminated by less than ten (10) gallons of petroleum product may be air dried and discarded with solid waste.
3. The IC or UC is responsible for cost recovery of equipment, supplies, or overtime related to the incident and coordinate initial recovery operations.
4. The Department of Environmental Protection is to be called to oversee cleanup.
5. Planning and Development will be responsible for damage assessment for large scale incidents.

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6. Public Works will be responsible for any debris removal or infrastructure repair.
7. The Human Resource Department will be involved in insurance information and claims for Town buildings and equipment.
8. The Finance Director will assist with reimbursement activities.
9. Notification Requirements.
 - a. Petroleum spills on land less than ten (10) gallons or spills from household consumer container do not require notification.
 - b. Illegal dumping or serious injury or death; Police Dept., FWC, and State Warning Point (1-850 413-99-1-1 or 1-800 320-0519).
 - c. Spills of 25 or more gallons or any commercial spill- State Warning Point (1-800-320-0579) and DCRS.
 - d. Any spill on or threatening waterways- FWC (1-800-320-0519), U.S. Coast Guard/National Response Center (1-800-424-8802), and State Warning Point.
 - e. Department may seek reimbursement from the “responsible party” for additional services required related to hazardous material response in relation Federal Haz-Mat Guidelines (29CFR 1910).
 - All extra costs related to a hazardous material spill or release should be documented.
 - If a disaster is declared, documentation related to the incident following FEMA guidelines should be followed.
 - Foam, absorbent material, and other expendable supplies used during an incident may be handled by the responsible party or their insurance company.
 - Overtime costs, fees for special services, contractors, security, damaged equipment, extra apparatus, mutual aid charges, and other eligible charges are to be billed to the responsible party through the Finance Department.

APPENDIX III. TERRORISM

A. Introduction

Terrorism is not a new phenomenon. Events such as the Boston Marathon bombing, the 9/11 World Trade Center attacks, the bombing of the New York City World Trade Center, Murrah Federal Building in Oklahoma City, Khonar Towers in Saudi Arabia, the Sarin release in the Tokyo Subway, the bombing of U.S embassies in Kenya and Tanzania, or the bombing of the USS Cole, all serve to highlight the potential or actual devastation that terrorists acts can do. Terrorism is defined as the use of violence, threats, intimidation, or information manipulation for revenge, politics, support of a cause, or the furthering of a criminal enterprise.

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In the present we find ourselves confronted with the expanding threat of mass casualty terrorism by the utilization of “weapons of mass destruction or effect”. Terrorists may use a variety of methods such as explosive devices, the spread of biological toxins or disease spreading microorganisms, toxic chemicals, nuclear weapons or the use of radioactive materials, and cyber-terrorism (unauthorized entry into computerized systems causing damage). Terrorism is a threat that now looms for civilians, emergency responders, and local governments.

B General Information

The successful response and management of terrorist incidents requires a well-planned integrated and coordinated response from local government, neighboring jurisdictions, the private sector, state and federal agencies. The Homeland Security Act of 2002 transferred the Office for Domestic Preparedness (ODP) and its National State Homeland Security Strategy (SHHS) from the Department of Justice, to the new Department of Homeland Security (DHS). ODP has designed its program to address the delta between the usual “all-hazards” approach used in the emergency response and recovery of a natural disaster, and the unique requirements associated with a terrorist attack.

Under the State Homeland Security Grant Program (SHSGP) Florida has conducted their risk and needs assessment as well as, developed a Statewide Domestic Preparedness Strategy. The State of Florida domestic security initiatives include the development of 7 Regional Domestic Security Task Forces (RDSTF), led by a Florida Department of Law Enforcement (FDLE) Regional Director and the local sheriff.

These task forces are multi-disciplinary (not law-enforcement specific), and in conjunction with the State Division of Emergency Preparedness provide the oversight and coordination of Statewide Domestic Security Preparedness and Response Initiatives. The RDSTF is designed to support local response as well as to serve as a model for local response.

1. **National Terrorism Advisory System:** The National Terrorism Advisory System (<http://www.dhs.gov/national-terrorism-advisory-system>) has developed a threat advisory system based on an established threat condition. The following threat conditions represent an increasing risk of terrorist attacks. Each threat condition is accompanied with suggested protective measures, recognizing that the heads of Federal departments and agencies are responsible for developing and implementing appropriate agency-specific protective measures.

Severe - A severe risk of a terrorist attacks, which may be site or area specific. In addition to the protective measures taken in the previous threat conditions, the following general measures should be considered.

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- An announcement will be made to all Departments Heads and the Town Manager of the elevated threat level and potential for terrorist activities.
- All town infrastructure including town facilities (town hall, Police Department, Public Works Complex sites etc.) will be secured allowing only limited access.
- A physical check will be done of all infrastructure, facilities, and utility sites looking for any type of devices present or suspicious activities.
- Continue to assess vulnerable or key areas advising all personnel to be alert to and report any suspicious activities.
- Evaluation to restrict, limit, or recommend canceling a “special event”.
- Staff and department meetings assessing the threat and security areas.
- Continued monitoring of threat/activities and coordinate with Miami Dade County/North Miami Beach EOC.
- Document all increased police activities for possible reimbursement.

High - This condition is declared when there is a high risk of terrorist attacks. In addition to the protective measures taken in the previous threat conditions, the following general measures should be considered.

- An announcement will be made to all Departments Heads and the Town Manager of the elevated threat level.
- Continue to assess vulnerable or key areas advising all personnel to be alert to and report suspicious activities.
- Evaluate any “special events” to ensure that adequate emergency service personnel are available to provide adequate security and protection.
- Continue monitoring of potential threat levels and terrorist activities.
- Document all increased police activities for possible reimbursement.
- Coordinating necessary security efforts with Federal, State, and local law enforcement agencies or any National Guard or other appropriate armed forces organizations.

Elevated - This condition is declared when there is a significant risk of terrorist activities. In addition to the protective measures taken in the previous threat conditions, the following general measures should be considered.

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- All town personnel should be alert to suspicious activities, devices present or threats and report them immediately.

Guarded - This condition is declared when there is a general risk of terrorist attacks. In addition to the protective measures taken in the previous threat conditions, the following general measures should be considered.

- All town personnel should be alert to suspicious activities, devices present or threats and report them immediately.

Low Condition - This condition is declared when there is a low risk of terrorist attacks. The following general measures should be taken.

- town personnel should be alert to suspicious activities, devices present or threats and report them immediately.

2. Hazard Types/Identification (Weapons of Mass Destruction- WMD)

While a hazard may be a single immediate event such as a car bomb or other explosion, other hazards such as biological agents may evolve over a period of time and may take days for the impact to be noticed. A chemical or biological agent is a hazardous material, but has the potential for greater consequences and challenges for responders as well as the potential for mass casualties. Responding fire/rescue and/or law enforcement agencies will usually make preliminary identification of the existence of a possible WMD agent or device.

- **Biological Terrorism** -Biological weapons may expose people to bacteria, viruses, or toxins as fine airborne particles. Anthrax, Plague, Smallpox, Viral Hemorrhagic Fever, and Botulism are examples of biological agents. Biological agents are infectious through one of the following areas depending upon the particular agent; inhalation, ingestion, absorption, and/or contact with mucus membranes. Incubation periods of infectious diseases may range from several hours to a few weeks depending on the exposure and pathogen. The initial response to such a biological attack on civilians is likely to be made by the public health community rather than by the military or primary responders. Any plan to mitigate an incident involving a biological hazard should be based on relevant infectious disease or biological safety recommendations by the Centers for Disease Control and Prevention (CDC) and other expert bodies including emergency public health officials. The need for decontamination and for treatment of all first responders with antibiotics or other medications should be decided in consultation with local public health authorities.

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- **Chemical Terrorism-** A chemical attack is the deliberate release of a toxic gas, liquid, or solid that can poison people or the environment. Signs of chemical agent release may be watery or burning eyes, twitching, choking, or breathing difficulty. Chemical agents may include nerve agents, blister agents, blood agents, choking agents, and riot control agents such as pepper spray. The release of poisonous chemicals, like phosgene or lewisite, hydrogen cyanide, chlorine, or pesticides can cause mass casualties within an exposed population. The determination of whether the agent used is an infectious agent or a chemical toxin is difficult in the early stages of investigation. Most chemical attacks will be localized, and the effects will be evident within minutes. Chemical agent attacks will require immediate reaction from primary responders, fire/rescue, law enforcement, and emergency room staff.
- **Nuclear Terrorism-** A nuclear blast is an explosion with intense heat and light, a pressure wave, and widespread radioactive material. Dirty bombs are the use of a common explosive device to spread radioactive material. Radiological hazards come in the form of Alpha, Beta, and Gamma Rays. Normal hazardous materials procedures are to be followed with emphasis placed on time, distance, and shielding. Limiting exposure is a key factor.
- **Explosive/Incendiary Device-** Explosive devices are the most common, easily obtained method used by terrorists to cause property damage, loss of life, and widespread panic. Explosive/incendiary devices come in a variety of shapes, sizes and types. Terrorists may use a small pipe bomb, vehicle containing an explosive such as ANFO, or a potential military grade weapon. Delivery methods may be hand thrown, stationary, or self-propelled with triggering methods ranging from mechanical or electronic, to the use of chemical reactions. Emergency workers should also be alert to the potential for a secondary explosive device often planted in evacuation routes. Explosive and/or incendiary devices can be constructed to look like almost anything, and can be placed or delivered in any number of ways. The explosive and/or incendiary device, to date, has been the weapon of choice by terrorists. These devices are capable of causing mass casualties through explosion and/or incineration. Both explosion and incineration can cause tremendous structural damage and fire. The first responder should be cautioned that the explosive device can be detonated remotely or can be rigged as a “booby trap.” Additionally, first responders should be cautious of explosive devices used as secondary devices in a terrorist incident.
- **Cyber Terrorism-** “Society is increasingly relying on new information technologies and the Internet to conduct business, manage industrial activities, engage in personal communications, and perform scientific research. While these technologies allow for enormous gains in efficiency, productivity, and communications, they also create new vulnerabilities to

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those who would do harm. The same interconnectivity that allows us to transmit information around the globe at the click of a mouse or push of a button also creates unprecedented opportunities for criminals, terrorists, and hostile foreign nation-states who might seek to steal money or proprietary data, invade private records, conduct industrial espionage, cause a vital infrastructure to cease operations, or engage in “Information Warfare”.

3. The following areas are identified as possible terrorist targets based upon their vulnerability, proximity to large population areas, community/public visibility, and/or political significance. The Town of Golden Beach Police Department will identify potential targets and vulnerabilities within their jurisdictions. The triggers to elevate law enforcement protection of an identified vulnerability are dependent on identifying threats and the understanding of how terrorists select potential targets.

- Traffic Patterns and Highways
- Trucking and Transport Activity
- Waterways
- Bridges
- Government Facilities
- Recreational Facilities

C. Responsibilities

1. **Local** - The Police Department will be responsible for initially managing terrorism incidents. Because this is a Federal crime scene, outside agencies such as the FBI will be directly involved. A Unified Command System following NIMS standards will be used. A command post or local EOC will be established to manage resources and coordinate the event.
 - The Unified Command (IC/UC) has overall control of all operations. The IC is responsible for all public and personnel life safety issues as well as the development of an action plan to mitigate the situation.
 - A Joint Information Center (JIC) may be necessary to coordinate information among all agencies and the media.
 - The Police Department is responsible for securing the perimeter, managing crowd control, assisting in evacuation measures, traffic control, law enforcement activities, and for the initial crime scene investigation.
 - Additional assistance related to law enforcement activities will utilize the FBI and/or other federal agencies.

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- The Golden Beach Police Department and Miami-Dade County Fire Department are responsible for the initial identification, search/rescue if possible, fire suppression, decontamination, and immediate treatment of patients or casualties. Assistance in securing, removing, advanced decontamination, and disposing of the material or substance will utilize regional or Federal Hazmat teams.
- If Town personnel are involved in a spill, leak, or unknown substance or device at their facility, they should evacuate the area and stay at a safe distance until the material/device has been identified, hazards assessed, and corrective actions taken.
- Other Town departments such as Public Works may be called to assist with functions.
- For situations where biological or other health hazards are involved, local hospitals the Miami-Dade County Health Department will be involved.
- Ensure all personnel are in the appropriate level of personal protective equipment.
- Follow guidelines as established for hazardous materials incidents including hot, warm, and cold zones.

2. State Support Resources

- a. **State Emergency Response Team (SERT)** - The SERT is composed of representatives of state and local agencies that coordinate assets for Terrorist/WMD incidents. These types of incidents that impact Florida can quickly exceed the response and recovery capabilities of local jurisdictions. During the response phase of such events, the SERT, located at the State Emergency Operations Center (SEOC), coordinates the deployment of state resources, personnel, interstate mutual aid, and federal resources to support local agencies.
- b. **44th Civil Support Team (CST)** - The Florida National Guard has a Weapons of Mass Destruction (WMD) Civil Support Team (CST) that is designed to support local Incident Command and local emergency responders as well as provide mutual support to other WMD CST elements. The WMD CST is a National Guard unit specifically designed for domestic security support. The CST is normally under state control and may be employed and as a state asset without DOD authorization. The WMD CST is neither designed nor intended to replace functions carried

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out under the Incident Command nor to replace those functions performed by the emergency first responder community.

c. **DEP Environmental Terrorism Response Team (ERT)** - The ERT is a special team consisting of DEP environmental investigators, emergency responders and uniformed officers along with representation from DOH, DOT, DACS, and the U.S. EPA Investigation Division. The Team is available to support incident commanders with hazardous materials and industrial chemicals. Local ERT personnel can be on scene within three hours and the full team deployed within twelve hours of notification.

d. **State Laboratories** - Department of Health, Department of Agriculture and Consumer Services, State Fire Marshal and the Department of Environmental Protection maintain labs available to conduct a wide range of analysis functions. Each has a certain expertise available to support local operations.

D. **Preparedness Activities** - Threat levels and terrorist activities are constantly being monitored by the Golden Beach Police Department Police as well as all law enforcement agencies. Information related to terrorist activities will be shared among agencies.

- Annual terrorism training is offered and a terrorism exercise is normally conducted annually with the Police and Fire Departments.
- The Police Department and local law enforcement agencies maintain a communication network advising of threat levels and activity in the area.

E. **Response Activities** - The approach to any potentially hazardous condition including biological hazards, explosives, chemical, and nuclear or radiological devices must be made with a plan that includes an assessment of hazard and exposure potential, respiratory protection needs, entry conditions, exit routes, sheltering/evacuation, and decontamination strategies. Personnel should always be alert to the potential for a secondary device.

Areas contaminated which may not be initially obvious are food products, airborne substances, or contamination of the water supply. While many WMD situations are false, the response must be taken seriously.

1. **Establish Threat Levels**- Determination of an agency's activation will be based on the information surrounding the threat/event and the subsequent designation of one of four designated notification levels. The United States Government Interagency Domestic Terrorism Concept of Operations Plan (CONPLAN) established a range of threat levels determined by the FBI that serves to frame the nature and scope of the federal response. Each threat level provides for an escalating range of actions that will be implemented

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concurrently for crisis and consequence management. Specific actions will take place, which are synchronized to each threat level, ensuring that all agencies are operating jointly with consistently executed plans. These threat levels are described below:

- **Minimal Threat-** Received threats do not warrant actions beyond normal liaison notifications or placing assets or resources on a heightened alert.
- **Potential Threat-** Intelligence or an articulated threat indicates a potential for a terrorist incident. However, this threat has not yet been assessed as credible.
- **Credible Threat-** A threat assessment indicates that the potential threat is credible, and confirms the involvement of a weapon of mass destruction in the developing terrorist incident. Intelligence will vary with each threat, and will impact the level of the response. At this threat level, the situation requires the tailoring of response actions to use resources needed to anticipate, prevent, and/or resolve the crisis.

The threat increases in significance when the presence of an explosive device or weapon of mass destruction capable of causing a significant destructive event, prior to actual injury or loss, is confirmed or when intelligence and circumstances indicate a high probability that a device exists.

- **WMD Incident-** A weapons of mass destruction terrorism incident has occurred which requires an immediate process to identify, acquire, and plan the use of state and federal resources to augment the county's resources in response to limited or major consequences of a terrorist use or employment of a weapon of mass destruction.

This incident may have resulted in mass casualties. The response is primarily directed toward public safety and welfare and the preservation of human life.

2. The following are issues that will require attention during a WMD event or Agent detection:

- Identification and isolation
- Notify Chain of Command.
- Evacuation or shelter in place.
- Decontamination.
- Traffic control.
- Disposition of deceased.
- Hospital overload (Aventura Hospital).

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- Public fear.
- Public information.
- Notification of other agencies and resources.
- Safety and welfare of emergency workers.

Evidence preservation and criminal prosecution.

3. When arriving on the scene of a potential terrorist agent the acronym AWARE can be used to protect first responders.

Approach the scene from upwind/upgrade.

Wear SCBA or appropriate personal protective clothing.

Alert other first responders of potentially dangerous conditions.

Restrict entry to the area.

Evaluate victims.

4. Response Overview

- a. **Local**

1. 9-1-1 Emergency Communications Center:

- Records information.
- Dispatches first responders.
- Relays information to first responders prior to their arrival on scene.
- Makes notifications as required.

2. First Responders:

- Make initial assessments.
- Establish an Incident Command system (following NIMS).
- Determine if this is a potential weapon of mass destruction (WMD) incident.
- Determine the possibility of terrorist involvement.
- Warn additional responders of potential secondary hazards/devices.
- Perform any obvious rescues as incident permits.
- Notify Chain of Command
- Begin decontamination of victims and rescue personnel.
- Establish security perimeter.
- Determine needs for additional assistance.
- Begin triage and treatment of victims.
- Begin hazard agent identification.

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- Begin Evacuation efforts. Either shelter in place or evacuate.
 - Attempt containment of material.
3. The Incident Commander (IC) or Unified Command (UC):
 - Establish a command post or local EOC and set up an ICS system.
 - Notifies medical facilities, Miami Dade County/North Miami Beach EOC and other local organizations, as outlined in the Municipal Comprehensive Emergency Management Plan (MCEMP).
 - Requests notification of Federal Bureau of Investigations (FBI) field office.
 - Coordinates resources.
 - Seek declaration of a state of emergency.
 - Provides information to Public Information Officer (PIO).
 - Coordinates with local and State EOC and federal agencies as required.
 - Requests state and federal assistance, as necessary, through the EOC.
 4. **Document/Critique-** A debriefing and critique should be held after the incident with all agencies involved to discuss problems and corrective actions needed. It is important to document all activities, equipment used, and personnel for reimbursement.
 5. **FBI Special Agent-in-Charge (SAC):**
 - Supports local law enforcement.
 - Determines WMD terrorist incident has occurred.
 - Notifies Strategic Information and Operations Center (SIOC).
- F **Recovery Activities** - Short-term recovery is any action taken to return vital functions and critical infrastructure to a minimum operating standard. Long-term recovery includes restoring life to a normal or improved state. Activities are initiated to assess damages, needs, and available resources and coordinate relief efforts. Recovery activities for a terrorism incident will vary based on the material, exposure, and magnitude of damage. Follow general MCEMP guidelines for all disaster recovery operations.
1. The IC or UC will coordinate the initial recovery activities.
 2. Planning and Development will be responsible for damage assessment for large scale incidents.
 3. Public Works will be responsible for any debris removal or infrastructure repair.

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4. The Finance Department will be involved in Insurance information and claims for Village buildings and equipment.

APPENDIX IV. DISEASE/PANDEMIC INFLUENZA

A. Introduction

A pandemic is an infectious disease epidemic that affects people worldwide over an extensive geographical area. Approximately every 39 years an epidemic occurs which takes millions of lives worldwide. The Avian or bird flu is a recent example of the flu virus that continues to spread around the world. Between 2003 and 2005 there have been outbreaks in Cambodia, China, Indonesia, Japan, Laos, South Korea and countries in the Middle East. In a normal year 36,000 die in the U.S. from flu complications however 69,000 died in 1957 from the Asian flu. The unknowns with pandemic influenza are the timing, the severity, what drugs may work, and the lack of an affective vaccine. Historical problems that impacted the spread include rapid population mixing, overseas deployment, lack of communication, no early quarantines, and a weak public infrastructure.

Imagine a pandemic today in which 1/3rd of the population becomes ill with waves of outbreaks lasting months. A pandemic will affect every sector of our society including health care, transportation, work-place, schools, public safety, and more. There could be a widespread breakdown in municipal services and social order including a loss of public transportation, electricity, and food shortages.

B. General Information

Influenza (also called Flu) is a contagious respiratory illness caused by an influenza virus. It can be mild to severe and at times can lead to death. Flu viruses spread from person to person usually in respiratory droplets by touching an affected area or by coughing and sneezing. Older people, young children, and persons with health conditions are at a higher risk for serious flu complications. Persons appearing healthy may infect others beginning the day before symptoms develop and up to 5 days after becoming sick. Complications may include bacterial pneumonia, dehydration, and worsening of chronic medical conditions. The best protection for the flu is to be vaccinated, however each year new strains or mutated viruses occur which may offer no protection from the vaccination.

- Key Assumptions:
 1. There will be only a short window between when a virus is causing the disease and when it becomes widespread.
 2. Vaccines won't be available for 6-9 months after the epidemic starts. Vaccinate personnel as soon as it is available.

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3. You can assume once it starts that there will be little or no help from the state and federal government.
4. This will not be just a local issue; it will be a state and national problem that will continue for months.

C. Responsibilities

- The CDC (Center for Disease Control) should maintain a national alertness to the potential for a pandemic outbreak in the U.S.
- The State of Florida Department of Health will assist Miami-Dade County Health Department with information and resources if available.
- The County Department of Health will be the lead agency in Miami-Dade County.
- They will be responsible along with doctors, hospitals, and clinics for surveillance and documentation of known cases.
- The County Department of Health will be responsible for distributing vaccine and keeping the public and governmental agencies aware of the current situation and hazards.
- Local government may have to take actions to reduce activities and potential spread by reducing group functions, closings school, and large public gatherings.
- Quarantine measures may have to be mandated to isolate the sick.
- First Responders will need to ensure that personal protective equipment is utilized (gloves, masks, etc).
- Law enforcement officers will be responsible for civil disorders.
- Much of the responsibility for prevention falls on the individual. Change social norms (personal hygiene), restrict travel, and recognize complications early.

D. Preparedness

- The key to minimizing the epidemic is preparedness.
- Monitor the national and local levels for number of influenza cases.
- Educate the public on methods to reduce the risk and current status. Experts agree that the simplest way to stop the spread of any flu is good hygiene habits.
- If necessary isolate and restrict travel, meetings, group activities, etc.
- Vaccinate early, beginning with emergency service workers.
- Plan for large numbers of village workers not available.
- Plan for crowded medical facilities, limited vaccines, and increased civil disturbances.
- Plan for a reduction of fuel, food, and other supplies.
- Plan for an extended time frame.