

**MEMORANDUM OF AGREEMENT**  
**PROGRAM TO PREPARE COMMUNITIES FOR COMPLEX COORDINATED**  
**TERROR ATTACKS GRANT PROGRAM 2016**  
**"City of Fort Lauderdale"**

Grant Number: EMW-2016-GR-00097

Agreement Number: EMW-2016-GR-00097-S01

CFDA #: 97.133

This Agreement is entered into this 1 day of May, 2019, by and between the City of Miami, a municipal corporation of the State of Florida, (the "Sponsoring Agency") and the City of Fort Lauderdale, (the "Participating Agency").

**RECITALS**

WHEREAS, the U.S. Department of Homeland Security (USDHS) is providing financial assistance to the Miami regional area in the amount \$723,260 dollars through the Preparing Communities for Complex Coordinated Terrorist Attacks (CCTA) Grant Program 2016; and

WHEREAS, the Sponsoring Agency is the coordinating agent for the Miami CCTA Grant Program 2016; and

WHEREAS, as the USDHS requires that the applicant selected for funding take a whole community approach to the development and implementation of the CCTA Grant Program 2016 and should aim to include individuals and communities, the private and nonprofit sectors, faith-based organizations, and all levels of government (local, regional/metropolitan, state, tribal, territorial, insular area, and Federal); and

WHEREAS, the 2016 CCTA Urban Area has been defined Miami and Fort Lauderdale collectively and anticipates sub-granting a portion of the CCTA funds in accordance with the grant requirements; and

WHEREAS, the City Commission, by Resolution No. R-19-0038, adopted on January 24, 2019, has authorized the City Manager to enter into this Agreement with each participating agency on behalf of the City of Miami; and

WHEREAS, the Sponsoring Agency wishes to work with the participating agencies and the Southeast Regional Domestic Security Task Force (SERDSTF) to focus on developing regional partnerships intended to strengthen the capacity for building and sustaining capabilities specific to identifying gaps, planning, training, and exercising associated with preparing for, preventing, and responding to a complex coordinated terrorist attack.

NOW THEREFORE, in consideration of the foregoing, the parties hereto agree as follow:

## **I. PURPOSE**

- A. This Agreement delineates responsibilities of the Sponsoring Agency and the Participating Agencies for activities under the CCTA Grant Program 2016 which was made available by the U.S. Department of Homeland Security.
- B. This Agreement serves as the Scope of Work between the Participating Agency and the Sponsoring Agency.

## **II. SCOPE**

- A. The provisions of this Agreement apply to CCTA Grant Program 2016 activities to be performed at the request of the federal government, provided at the option of the Sponsoring Agency, and in conjunction with, preparation for, or in anticipation of, a major disaster or emergency related to complex coordinated terror attacks.
- B. No provision in this Agreement limits the activities of the Sponsoring Agency in performing local and state functions.

## **III. DEFINITIONS**

- A. Critical Infrastructure: Any system or asset that if attacked would result in catastrophic loss of life and/or catastrophic economic loss management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.
- B. Core County: The County within which the core city is geographically located. The core city is the City of Miami.
- C. CCTA Grant Program 2016: The CCTA Grant Program 2016 reflects the intent of Congress and the Administration to enhance and quantify the preparedness of the nation to combat terrorism and continues to address the unique planning, training and exercise needs of large high threat urban areas, and program activities must involve coordination by the identified core city, core county/counties, and the Regional Domestic Security Task Force. Funding for the CCTA Grant Program 2016 was appropriated by U.S. Congress and is authorized by Section 102(b)(2) of the Homeland Security Act of 2002, as amended (Pub. L. No. 107- 296) and Section 543 of the Department of Homeland Security Appropriations Act, 2016 (Pub. L. No. 114-113). The funding will provide assistance to improve the region's ability to prepare for, prevent, and respond to complex coordinated terrorist attacks in collaboration with the whole community.
- D. National Incident Management System (NIMS): This system will provide a consistent nationwide approach for federal, state, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or

complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command and training.

**IV. SPONSORING AGENCY SHALL BE RESPONSIBLE FOR:**

- A. Providing an administrative department, which shall be the City of Miami Fire-Rescue Department, authorized to carry out the herein agreed upon responsibilities of the Sponsoring Agency.
- B. Coordinating with named counties and cities and with USDHS.
- C. Conducting a comprehensive Regional Gap Analysis, which will in turn guide the development of the regionwide full scale exercise.
- D. Ensuring the participation of the following critical players in the assessment process: law enforcement, emergency medical services, emergency management, the fire service, hazardous materials, public works, governmental administrative, public safety communications, healthcare and public health.
- E. Complying with the requirements or statutory objectives of federal law as stipulated in "Exhibit #1".
- F. Ensuring satisfactory progress toward the goals or objectives stipulated in "Exhibit #1".
- G. Following grant agreement requirements and/or special conditions as stipulated in "Exhibit #1".
- H. Submitting required reports.

**V. THE PARTICIPATING AGENCIES SHALL BE RESPONSIBLE FOR:**

- A. Providing an administrative department, which shall be the main liaison and partner with the City of Miami Fire-Rescue Department, authorized to carry out the herein agreed upon responsibilities of the Sponsoring Agency.
- B. Participating Agencies and any sub-grantees must abide by the grant requirements including budget authorizations, required accounting and reporting expenditures, proper use of funds, and tracking of assets as stipulated in "Exhibit #1".
- C. Submitting quarterly reports to the City of Miami detailing the progress of projects to include direct purchases of equipment or services as stipulated in "Exhibit #1".
- D. Complying with all CCTA Grant Program 2016 requirements as stipulated in "Exhibit #1".

- E. Participating as a member of the CCTA Grant Program to include coordinating with and assisting the City of Miami in conducting a comprehensive Regionwide Gap Analysis, which in turn will guide development of the Regionwide Full Scale Exercise.
- F. Ensuring the participation of the following critical players in the gap analysis development process: law enforcement, emergency medical services, emergency management, the fire service, hazardous materials, public works, governmental administrative, public safety communications, healthcare and public health.
- G. Assisting the sponsoring agency in development of a Regionwide Gap Analysis.
- H. Complying with the requirements or statutory objectives of federal law as stipulated in "Exhibit #1".
- I. Ensuring satisfactory progress toward the goals or objectives as stipulated in "Exhibit #1".
- J. Submitting required reports as prescribed by the Sponsoring Agency as stipulated in "Exhibit #1".

#### **VI. THE SPONSORING AGENCY AND THE PARTICIPATING AGENCY AGREE:**

- A. That funding acquired and identified for the CCTA Grant Program will be administered solely by the Sponsoring Agency.
- B. The Participating Agencies will provide financial and performance reports to the sponsoring agency in a timely fashion. The Sponsoring Agency will prepare consolidated reports for submission to the USDHS as stipulated in "Exhibit 1".
- C. The Sponsoring Agency is not responsible for personnel salaries, benefits, workers compensation or time related issues of the Participating Agency personnel.
- D. The Sponsoring Agency and Participating Agency are subdivisions as defined in Section 768.28, Florida Statutes, and each party agrees to be fully responsible for the respective acts and omissions of its agents or employees to the extent permitted by law. Nothing herein is intended to serve as a waiver of sovereign immunity by any party to which sovereign immunity may be applicable. Nothing herein shall be construed as consent by a municipality, state agency or subdivision of the State of Florida to be sued by third parties in any manner arising out of this Agreement or any other contract.

- E. This is a reimbursement grant that requires the Participating Agencies to purchase, receive, and pay invoices in full for equipment, services, and allowable personnel costs PRIOR to submitting the same for reimbursement to the Sponsoring Agency.

## **VII. FINANCIAL AGREEMENTS**

- A. Financial and Compliance Audit Report: Recipients that expend \$300,000 or more of Federal funds during their fiscal year are required to submit an organization-wide financial and compliance audit report. The audit must be performed in accordance with the U.S. General Accounting Office Government Auditing Standards and 2 CFR 200.
- B. The Secretary of Homeland Security and the Comptroller General of the United States shall have access to any books, documents, and records of recipients of CCTA Grant Program 2016 assistance for audit and examination purposes, provided that, in the opinion of the Secretary of Homeland Security or the Comptroller General, these documents are related to the receipt or use of such assistance. The grantee will also give the sponsoring agency or the Comptroller General, through any authorized representative, access to and the right to examine all records, books, papers or documents related to the grant.
- C. Financial Status Reports are due within 14 days after the end of each calendar quarter. A report must be submitted for every quarter that the award is active, including partial calendar quarters, as well as for periods where no grant activity occurs as stipulated in "Exhibit 1".
- D. Submit progress reports to describe progress to date in implementing the grant and its impact on homeland security in the state.
- E. All financial commitments herein are made subject to the availability of funds and the continued mutual agreements of the parties as identified in "Exhibit 2".

## **VIII. CONDITIONS, AMENDMENTS, AND TERMINATION**

- A. The Participating Agency will not illegally discriminate against any employee or applicant for employment on the grounds of race, color, religion, sex, age, or national origin in fulfilling any and all obligations under this Agreement.
- B. Any provision of this Agreement later found to be in conflict with Federal law or regulation, or invalidated by a court of competent jurisdiction, shall be considered inoperable and/or superseded by that law or regulation. Any provision found inoperable is severable from this Agreement, and the remainder of the Agreement shall remain in full force and effect.

- C. This Agreement may be terminated by either party on thirty (30) days written notice to the other party at the address furnished by the parties to one another to receive notices under this agreement or if no address is specified, to the address of the parties' signatory executing this contract.
- D. This Agreement shall be considered the full and complete agreement between the undersigned parties, and shall supersede any prior Memorandum of Agreement among the parties, written or oral, except for any executory obligations that have not been fulfilled.
- E. This Agreement will end on **September 30, 2019**, unless otherwise extended, by a written amendment duly approved and executed prior to September 30, 2019, unless otherwise extended, at which time the parties may agree to renew the association. Renewal will be based on evaluation of the Sponsoring Agency's ability to conform to procedures, training and equipment standards as prescribed by the grant.

ATTEST:

BY: 

Todd B. Hannon  
City Clerk

APPROVED AS TO FORM AND  
CORRECTNESS:

BY: 

Victoria Méndez  
City Attorney

GRW  
#19-980

**SPONSORING AGENCY**

THE CITY OF MIAMI, a municipal  
Corporation of the State of Florida

BY: 

Emilio Gonzalez, Ph.D.  
City Manager

APPROVED AS TO INSURANCE  
REQUIREMENTS:

BY: 

Ann-Marie Sharpe, Director  
Department of Risk Management

**PARTICIPATING AGENCY**

City of Fort Lauderdale, a Florida municipal  
corporation

ATTEST:

BY:

Jeffrey A. Modarelli, City Clerk

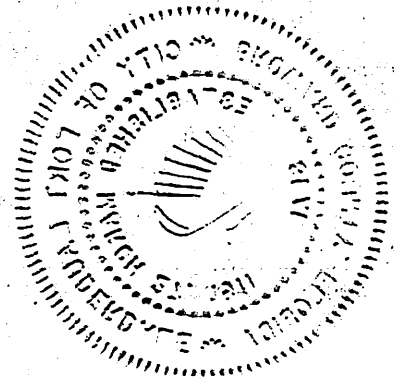
BY:

Christopher J. Lagerbloom, City Manager

APPROVED AS TO FORM:  
ALAINE E. BOILEAU, City Attorney

BY:

Rhonda Montoya Hasan  
Assistant City Attorney



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U.S. Department of Homeland Security  
Washington, D.C. 20472

**AGREEMENT ARTICLES**  
**Preparing for Emerging Threats and Hazards**

**GRANTEE:** City of Miami - Miami Fire Rescue  
**PROGRAM:** Preparing for Emerging Threats and Hazards  
**AGREEMENT NUMBER:** EMW-2016-GR-00097-S01

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#### Article I - Information Regarding the Award Amount

This award package represents FEMA's offer of federal assistance in response to the information which you submitted in your application. Because the applications FEMA received requested funding which exceeded what Congress appropriated, FEMA has in some cases offered awards in an amount less than the applicant applied for. To ensure that recipients expend funding which most effectively achieves the goals and purposes of the program, additional information will be required prior to release of funds. See the additional Term and Condition in this package for additional information regarding utilizing the awarded funding.

#### Article II - Award Kick-Off Meeting

Recipients are required to have a representative attend the CCTA Program's Award Kick-Off Meeting. The purpose of this meeting is to discuss CCTA Program requirements and meet with representatives from the CCTA Program Office and designated FEMA Regional Offices' CCTA Program points of contact. The Program Office will fund invitational travel for two individuals to attend from the recipient's jurisdiction. Meeting date and details are forthcoming and will be sent to the recipient's designated representatives in the near future.

#### Article III - Use of DHS Seal, Logo and Flags

All recipients must obtain permission from their financial assistance office, prior to using the DHS seal(s), logos, crests or reproductions of flags or likenesses of DHS agency officials, including use of the United States Coast Guard seal, logo, crests or reproductions of flags or likenesses of Coast Guard officials.

#### Article IV - Acceptance of Post Award Changes

In the event FEMA determines that changes are necessary to the award document after an award has been made, including changes to period of performance or terms and conditions, recipients will be notified of the changes in writing. Once notification has been made, any subsequent request for funds will indicate recipient acceptance of the changes to the award. Please call the FEMA/GMD Call Center at (866) 927-5646 or via e-mail to [ASK-GMD@dhs.gov](mailto:ASK-GMD@dhs.gov) if you have any questions.

#### Article V - USA Patriot Act of 2001

All recipients must comply with requirements of the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act (USA PATRIOT Act), which amends 18 U.S.C. sections 175-175c.

#### **Article VI - SAFECOM**

All recipients who receive awards made under programs that provide emergency communication equipment and its related activities must comply with the SAFECOM Guidance for Emergency Communication Grants, including provisions on technical standards that ensure and enhance interoperable communications.

#### **Article VII - Reporting Subawards and Executive Compensation**

All recipients are required to comply with the requirements set forth in the government-wide Award Term on Reporting Subawards and Executive Compensation located at 2 C.F.R. Part 170, Appendix A, the full text of which is incorporated here by reference in the terms and conditions of your award.

#### **Article VIII - Procurement of Recovered Materials**

All recipients must comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition.

#### **Article IX - Patents and Intellectual Property Rights**

Unless otherwise provided by law, recipients are subject to the Bayh-Dole Act, Pub. L. No. 96-517, as amended, and codified in 35 U.S.C. section 200 et seq. All recipients are subject to the specific requirements governing the development, reporting, and disposition of rights to inventions and patents resulting from financial assistance awards located at 37 C.F.R. Part 401 and the standard patent rights clause located at 37 C.F.R. section 401.14.

#### **Article X - Non-supplanting Requirement**

All recipients who receive awards made under programs that prohibit supplanting by law must ensure that Federal funds do not replace (supplant) funds that have been budgeted for the same purpose through non-Federal sources.

#### **Article XI - Lobbying Prohibitions**

All recipients must comply with 31 U.S.C. section 1352, which provides that none of the funds provided under an award may be expended by the recipient to pay any person to influence, or attempt to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any Federal action concerning the award or renewal.

#### **Article XII - Fly America Act of 1974**

All recipients must comply with Preference for U.S. Flag Air Carriers: (air carriers holding certificates under 49 U.S.C. section 41102) for international air transportation of people and property to the extent that such service is available, in accordance with the International Air Transportation Fair Competitive Practices Act of 1974 (49 U.S.C. section 40118) and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981, amendment to Comptroller General Decision B-138942.

#### **Article XIII - Federal Leadership on Reducing Text Messaging while Driving**

All recipients are encouraged to adopt and enforce policies that ban text messaging while driving as described in E.O. 13513, including conducting initiatives described in Section 3(a) of the Order when on official Government business or when performing any work for or on behalf of the federal government.

#### **Article XIV - Federal Debt Status**

All recipients are required to be non-delinquent in their repayment of any Federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments. See OMB Circular A-129.

#### **Article XV - False Claims Act and Program Fraud Civil Remedies**

Attachment: 2920 Award Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

All recipients must comply with the requirements of 31 U.S.C. section 3729- 3733 which prohibits the submission of false or fraudulent claims for payment to the Federal Government. See 31 U.S.C. section 3801-3812 which details the administrative remedies for false claims and statements made.

#### **Article XVI - Debarment and Suspension**

All recipients are subject to the non-procurement debarment and suspension regulations implementing Executive Orders 12549 and 12689, and 2 C.F.R. Part 180. These regulations restrict awards, subawards, and contracts with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in federal assistance programs or activities.

#### **Article XVII - Copyright**

All recipients must affix the applicable copyright notices of 17 U.S.C. sections 401 or 402 and an acknowledgement of Government sponsorship (including award number) to any work first produced under Federal financial assistance awards.

#### **Article XVIII - Americans with Disabilities Act of 1990**

All recipients must comply with the requirements of Titles I, II, and III of the Americans with Disabilities Act, which prohibits recipients from discriminating on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities. (42 U.S.C. sections 12101-12213).

#### **Article XIX - Age Discrimination Act of 1975**

All recipients must comply with the requirements of the Age Discrimination Act of 1975 (Title 42 U.S. Code, section 6101 et seq.), which prohibits discrimination on the basis of age in any program or activity receiving Federal financial assistance.

#### **Article XX - Activities Conducted Abroad**

All recipients must ensure that project activities carried on outside the United States are coordinated as necessary with appropriate government authorities and that appropriate licenses, permits, or approvals are obtained.

#### **Article XXI - Acknowledgment of Federal Funding from DHS**

All recipients must acknowledge their use of federal funding when issuing statements, press releases, requests for proposals, bid invitations, and other documents describing projects or programs funded in whole or in part with Federal funds.

#### **Article XXII - DHS Specific Acknowledgements and Assurances**

All recipients, subrecipients, successors, transferees, and assignees must acknowledge and agree to comply with applicable provisions governing DHS access to records, accounts, documents, information, facilities, and staff.

1. Recipients must cooperate with any compliance reviews or compliance investigations conducted by DHS.
  2. Recipients must give DHS access to, and the right to examine and copy, records, accounts, and other documents and sources of information related to the award and permit access to facilities, personnel, and other individuals and information as may be necessary, as required by DHS regulations and other applicable laws or program guidance.
  3. Recipients must submit timely, complete, and accurate reports to the appropriate DHS officials and maintain appropriate backup documentation to support the reports.
  4. Recipients must comply with all other special reporting, data collection, and evaluation requirements, as prescribed by law or detailed in program guidance.
  5. If, during the past three years, the recipient has been accused of discrimination on the grounds of race, color, national origin (including limited English proficiency), sex, age, disability, religion, or familial status, the recipient must provide a list of all such proceedings, pending or completed, including outcome and copies of settlement agreements to the DHS financial assistance office and the DHS Office of Civil Rights and Civil Liberties (CRCL) by e-mail at [crcl@hq.dhs.gov](mailto:crcl@hq.dhs.gov) or by mail at U.S. Department of Homeland Security Office for Civil Rights and Civil Liberties Building 410, Mail Stop #0190 Washington, D.C. 20528.
  6. In the event any court or administrative agency makes a finding of discrimination on grounds of race, color, national origin (including limited English proficiency), sex, age, disability, religion, or familial status against the recipient, or the recipient settles a case or matter alleging such discrimination, recipients must forward a copy of the complaint and findings to the DHS financial assistance office and the CRCL office by e-mail or mail at the addresses listed above.
- The United States has the right to seek judicial enforcement of these obligations.

#### **Article XXIII - Assurances, Administrative Requirements, Cost Principles, and Audit Requirements**

DHS financial assistance recipients must complete either the OMB Standard Form 424B Assurances - Non-Construction Programs, or OMB Standard Form 424D Assurances - Construction Programs as applicable. Certain assurances in these documents may not be applicable to your program, and the DHS financial assistance office may require applicants to certify additional assurances. Applicants are required to fill out the assurances applicable to their program as instructed by the awarding agency. Please contact the financial assistance office if you have any questions.

DHS financial assistance recipients are required to follow the applicable provisions of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards located at 2 C.F.R. Part 200, and adopted by DHS at 2 C.F.R. Part 3002.

#### **Article XXIV - Nondiscrimination in Matters Pertaining to Faith-based Organizations**

It is DHS policy to ensure the equal treatment of faith-based organizations in social service programs administered or supported by DHS or its component agencies, enabling those organizations to participate in providing important social services to beneficiaries. All recipients must comply with the equal treatment policies and requirements contained in 6 C.F.R. Part 19 and other applicable statutes, regulations, and guidance governing the participations of faith-based organizations in individual DHS programs.

#### **Article XXV - Whistleblower Protection Act**

All recipients must comply with the statutory requirements for whistleblower protections (if applicable) at 10 U.S.C. section 2409, 41 U.S.C. 4712, and 10 U.S.C. section 2324, 41 U.S.C. sections 4304 and 4310.

#### **Article XXVI - Universal Identifier and System of Award Management (SAM)**

All recipients are required to comply with the requirements set forth in the government-wide Award Term regarding the System for Award Management and Universal Identifier Requirements located at 2 C.F.R. Part 25, Appendix A, the full text of which is incorporated here by reference in the terms and conditions of your award.

#### **Article XXVII - Reporting of Matters Related to Recipient Integrity and Performance**

If the total value of your currently active grants, cooperative agreements, and procurement contracts from all Federal assistance office exceeds \$10,000,000 for any period of time during the period of performance of this Federal award, you must comply with the requirements set forth in the government-wide Award Term and Condition for Recipient Integrity and Performance Matters located at 2 C.F.R. Part 200, Appendix XII, the full text of which is incorporated here by reference in the terms and conditions of your award.

#### **Article XXVIII - Rehabilitation Act of 1973**

All recipients must comply with the requirements of Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. section 794, as amended, which provides that no otherwise qualified handicapped individual in the United States will, solely by reason of the handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

#### **Article XXIX - Trafficking Victims Protection Act of 2000**

All recipients must comply with the requirements of the government-wide award term which implements Section 106(g) of the Trafficking Victims Protection Act of 2000, (TVPA) as amended (22 U.S.C. section 7104). The award term is located at 2 CFR section 175.15, the full text of which is incorporated here by reference in the terms and conditions of your award.

#### **Article XXX - Terrorist Financing**

All recipients must comply with E.O. 13224 and U.S. law that prohibit transactions with, and the provisions of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of recipients to ensure compliance with the Order and laws.

#### **Article XXXI - Notice of Funding Opportunity Requirements**

All of the instructions, guidance, limitations, and other conditions set forth in the Notice of Funding Opportunity (NOFO) for this program are incorporated here by reference in the terms and conditions of your award. All recipients must comply with any such requirements set forth in the program NOFO.

#### **Article XXXII - National Environmental Policy Act**

All recipients must comply with the requirements of the National Environmental Policy Act (NEPA) and the Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Provisions of NEPA, which requires recipients to use all practicable means within their authority, and consistent with other essential considerations of national policy, to create and maintain conditions under which people and nature can exist in productive harmony and fulfill the social, economic, and other needs of present and future generations of Americans.

#### **Article XXXIII - Limited English Proficiency (Civil Rights Act of 1964, Title VI)**

All recipients must comply with the Title VI of the Civil Rights Act of 1964 (Title VI) prohibition against discrimination on the basis of national origin, which requires that recipients of federal financial assistance take reasonable steps to provide meaningful access to persons with limited English proficiency (LEP) to their programs and services. For additional assistance and information regarding language access obligations, please refer to the DHS Recipient Guidance <https://www.dhs.gov/guidance-published-help-department-supported-organizations-provide-meaningful-access-people-limited> and additional resources on <http://www.lep.gov>.

#### **Article XXXIV - Hotel and Motel Fire Safety Act of 1990**

In accordance with Section 6 of the Hotel and Motel Fire Safety Act of 1990, 15 U.S.C. section 2225a, all recipients must ensure that all conference, meeting, convention, or training space funded in whole or in part with Federal funds complies with the fire prevention and control guidelines of the Federal Fire Prevention and Control Act of 1974, as amended, 15 U.S.C. section 2225.

#### **Article XXXV - Energy Policy and Conservation Act**

All recipients must comply with the requirements of 42 U.S.C. section 6201 which contain policies relating to energy efficiency that are defined in the state energy conservation plan issued in compliance with this Act.

#### **Article XXXVI - Education Amendments of 1972 (Equal Opportunity In Education Act) - Title IX**

All recipients must comply with the requirements of Title IX of the Education Amendments of 1972 (20 U.S.C. section 1681 et seq.), which provide that no person in the United States will, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity receiving Federal financial assistance. DHS implementing regulations are codified at 6 C.F.R. Part 17 and 44 C.F.R. Part 19.

#### **Article XXXVII - Duplication of Benefits**

Any cost allocable to a particular Federal award provided for in 2 C.F.R. Part 200, Subpart E may not be charged to other Federal awards to overcome fund deficiencies, to avoid restrictions imposed by Federal statutes, regulations, or terms and conditions of the Federal awards, or for other reasons. However, this prohibition would not preclude a recipient from shifting costs that are allowable under two or more Federal awards in accordance with existing Federal statutes, regulations, or the terms and conditions of the Federal award.

#### **Article XXXVIII - Best Practices for Collection and Use of Personally Identifiable Information (PII)**

DHS defines personally identifiable information (PII) as any information that permits the identity of an individual to be directly or indirectly inferred, including any information that is linked or linkable to that individual. All recipients who collect PII are required to have a publically-available privacy policy that describes standards on the usage and maintenance of PII they collect. Award recipients may also find as a useful resource the DHS Privacy Impact Assessments: Privacy Guidance and Privacy template respectively.

#### **Article XXXIX - Drug-Free Workplace Regulations**

All recipients must comply with the Drug-Free Workplace Act of 1988 (41 U.S.C. section 701 et seq.), which requires all organizations receiving grants from any Federal agency agree to maintain a drug-free workplace. DHS has adopted the Act's implementing regulations at 2 C.F.R. Part 3001.

#### **Article XL - Civil Rights Act of 1964 - Title VI**

All recipients must comply with the requirements of Title VI of the Civil Rights Act of 1964 (42 U.S.C. section 2000d et seq.), which provides that no person in the United States will, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. DHS implementing regulations for the Act are found at 6 C.F.R. Part 21 and 44 C.F.R. Part 7.

#### Article XLI - Disposition of Equipment Acquired Under the Federal Award

When original or replacement equipment acquired under this award by the recipient or its sub-recipients is no longer needed for the original project or program or for other activities currently or previously supported by DHS/FEMA, you must request instructions from DHS/FEMA to make proper disposition of the equipment pursuant to 2 C.F.R. Section 200.313.

#### Article XLII - Prior Approval for Modification of Approved Budget

Before making any change to the DHS/FEMA approved budget for this award, you must request prior written approval from DHS/FEMA where required by 2 C.F.R. Section 200.308. For awards with an approved budget greater than \$150,000, you may not transfer funds among direct cost categories, programs, functions, or activities without prior written approval from DHS/FEMA where the cumulative amount of such transfers exceeds or is expected to exceed ten percent (10%) of the total budget DHS/FEMA last approved. You must report any deviations from your DHS/FEMA approved budget in the first Federal Financial Report (SF-425) you submit following any budget deviation, regardless of whether the budget deviation requires prior written approval.

#### Article XLIII - Buy American and Hire American

All recipients are required to comply with any applicable provisions of the Buy American Act (41 U.S.C. Sections 8301 through 8305), and any other applicable statutes, regulations, or rules that require, or provide a preference for, the purchase or acquisition of goods, products, or materials produced in the United States.

#### Article XLIV - Civil Rights Act of 1968

All recipients must comply with Title VIII of the Civil Rights Act of 1968, which prohibits recipients from discriminating in the sale, rental, financing, and advertising of dwellings, or in the provision of services in connection therewith, on the basis of race, color, national origin, religion, disability, familial status, and sex (42 U.S.C. section 3601 et seq.), as implemented by the Department of Housing and Urban Development at 24 C.F.R. Part 100. The prohibition on disability discrimination includes the requirement that new multifamily housing with four or more dwelling units i.e., the public and common use areas and individual apartment units (all units in buildings with elevators and ground-floor units in buildings without elevators) be designed and constructed with certain accessible features (See 24 C.F.R. section 100.201).

#### Article XLV - Hold on Specific Funds Pending Revised Work Plan and Budget

The City of Miami, Miami Fire and Rescue is prohibited from obligating, expending, or drawing down the federal funds identified in this Article until the following requirements are met by the recipient and this condition is subsequently rescinded by FEMA: Funds in the amount of \$723,260.00, budgeted for the CCTA Program project activities, are on hold pending submission of a detailed costs breakdown and justifications by the recipient, and a review and approval of those justifications by FEMA.

#### BUDGET COST CATEGORIES

Personnel	\$0.00
Fringe Benefits	\$0.00
Travel	\$0.00
Equipment	\$0.00
Supplies	\$0.00
Contractual	\$0.00
Construction	\$0.00
Indirect Charges	\$0.00

Attachment: 2920 Award Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist



Other

\$723,260.00

Attachment: 2920 Award Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

**Obligating Document for Award/Amendment**

1a. AGREEMENT NO. EMW-2016-CR-00097-S01  
 2. AMENDMENT NO. \*\*\*  
 3. RECIPIENT NO. 596000375  
 4. TYPE OF ACTION AWARD  
 5. CONTROL NO. W1509220726N

6. RECIPIENT NAME AND ADDRESS  
 City of Miami - Miami Fire Rescue  
 444 SW 2nd Avenue, 5th Floor  
 Miami, FL, 33130 -  
 7. ISSUING FEMA OFFICE AND ADDRESS  
 Grant Operations  
 245 Murray Lane - Building 410, SW  
 Washington DC, 20528-7000  
 POC: 866-927-5646  
 8. PAYMENT OFFICE AND ADDRESS  
 Financial Services Branch  
 500 C Street, S.W., Room 723  
 Washington DC, 20472

9. NAME OF RECIPIENT PROJECT OFFICER  
 Lillian Blondet  
 10. NAME OF FEMA PROJECT COORDINATOR  
 Central Scheduling and Information Desk  
 Phone: 800-368-6498  
 Email: Askcsid@dhs.gov

11. EFFECTIVE DATE OF THIS ACTION  
 09-01-2017  
 12. METHOD OF PAYMENT  
 PARS  
 13. ASSISTANCE ARRANGEMENT  
 Cost Reimbursement  
 14. PERFORMANCE PERIOD  
 From: 09/01/2017 To: 08/31/2020  
 Budget Period  
 09/01/2017 08/31/2020

**15. DESCRIPTION OF ACTION**

a. (Indicate funding data for awards or financial changes)

PROGRAM NAME ACRONYM	CFDA NO.	ACCOUNTING DATA (ACCS CODE)	PRIOR TOTAL AWARD	AMOUNT AWARDED THIS ACTION + OR (-)	CURRENT TOTAL AWARD	CUMULATIVE NON-FEDERAL COMMITMENT
Preparing for Emerging Threats and Hazards	97.133	2017-V6-B114-P120-4101-D	\$0.00	\$723,260.00	\$723,260.00	See Totals
<b>TOTALS</b>			<b>\$0.00</b>	<b>\$723,260.00</b>	<b>\$723,260.00</b>	<b>\$0.00</b>

b. To describe changes other than funding data or financial changes, attach schedule and check here.  
 N/A

16 a. FOR NON-DISASTER PROGRAMS: RECIPIENT IS REQUIRED TO SIGN AND RETURN THREE (3) COPIES OF THIS DOCUMENT TO FEMA (See Block 7 for address)

Preparing for Emerging Threats and Hazards recipients are not required to sign and return copies of this document. However, recipients should print and keep a copy of this document for their records.

16b. FOR DISASTER PROGRAMS: RECIPIENT IS NOT REQUIRED TO SIGN

This assistance is subject to terms and conditions attached to this award notice or by incorporated reference in program legislation cited above.

17. RECIPIENT SIGNATORY OFFICIAL (Name and Title)

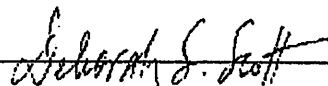
DATE

\*Please see City of Miami signature page (Block 17a)

18. FEMA SIGNATORY OFFICIAL (Name and Title)

DATE

Thu Aug 31 20:13:49 GMT  
 2017



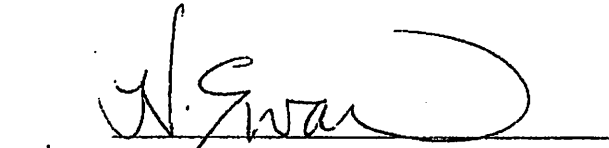
DEBORAH SUSAN PRICE SCOTT, Assistance Officer


Attachment: 2020 Award Documents (2020 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

17a.

ATTEST:

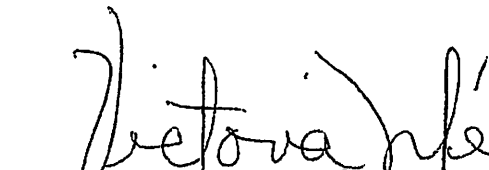
CITY OF MIAMI FLORIDA, a  
municipal corporation,

  
for Todd B. Hannon  
City Clerk

  
Daniel J. Alfonso  
City Manager

APPROVED AS TO FORM AND  
CORRECTNESS:

APPROVED AS TO INSURANCE  
REQUIREMENTS:

  
Victoria Méndez *gkw*  
City Attorney

  
Ann-Marie Sharpe, Director  
Department of Risk Management



## AGENDA ITEM SUMMARY FORM

File ID: #2920

Date: 10/02/2017

Requesting Department: Department of Fire-Rescue

Commission Meeting Date: 10/26/2017

District Impacted: All

Type: Resolution

Subject: Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist Attacks

### Purpose of Item:

Resolution to establish a Special Revenue Project entitled: "FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks" appropriating funds in the amount of \$723,260.00 received from the U.S. Department of Homeland Security.

### Background of Item:

The Mayor of the City of Miami is fully in support of the aforementioned for the regional project entitled the Southeastern Florida Complex Coordinated Terrorist Attack Initiative. In keeping with the grant program, the City of Miami and its regional partners are committed to building sustaining capabilities to enhance the regional preparedness for complex coordinated terrorist attacks. Additionally, we endeavor to assess and prepare for "risks that are most relevant and urgent" for the Southeast Florida Region, in order to strengthen our collective security and resilience as a Nation. The City of Miami looks forward to partnering with the following 39 regional partners in completing this initiative and providing the necessary resources. (See Attached List)

### Budget Impact Analysis

Item is Related to Revenue

Item is an Expenditure

Item is NOT funded by Homeland Defense/Neighborhood Improvement Bonds

### Total Fiscal Impact:

Total Fiscal Impact: \$723,260.00

Special Revenue Account No: 11000.189000.431000.0000.00000

### Reviewed By

Department of Fire-Rescue	Ty McGann	Fire Department Review	Completed	10/02/2017 2:12 PM
Department of Fire-Rescue	Carolina Bazail	Department Head Review	Skipped	10/05/2017 8:45 AM
Department of Fire-Rescue	Eloy Garcia	Fire Chief Review	Completed	10/05/2017 10:12 AM
Office of Grants Administration	Lillian P Biondet	Grant Review	Completed	10/13/2017 3:21 PM
Office of Management and Budget	Pedro Lacrete	Budget Analyst Review	Completed	10/13/2017 3:41 PM
Office of Management and Budget	Christopher M Rose	Budget Review	Completed	10/13/2017 7:50 PM
City Manager's Office	Daniel J. Alfonso	City Manager Review	Completed	10/13/2017 8:19 PM
Legislative Division	Valentin J Alvarez	Legislative Division Review	Completed	10/16/2017 9:29 AM
Office of the City Attorney	Barnaby L. Min	Deputy City Attorney Review	Completed	10/16/2017 11:48 AM
Office of the City Attorney	Victoria Méndez	Approved Form and Correctness	Completed	10/17/2017 2:16 PM
City Commission	Todd B. Hannon	Meeting	Pending	10/26/2017 9:00 AM



## City of Miami Resolution

City Hall  
3500 Pan American Drive  
Miami, FL 33133  
www.miamigov.com

Enactment Number: R-17-0494

File ID: 2920

Final Action Date: 10/26/2017

**A RESOLUTION OF THE MIAMI CITY COMMISSION ESTABLISHING A NEW SPECIAL REVENUE PROJECT ENTITLED "FISCAL YEAR 2016 – PROGRAM TO PREPARE COMMUNITIES FOR COMPLEX COORDINATED TERRORIST ATTACKS" BASED ON FUNDING RECEIVED FROM THE DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY ("FEMA") AND APPROPRIATING FUNDS, IN AN AMOUNT NOT TO EXCEED \$723,260.00, CONSISTING OF A GRANT FROM FEMA TO BE USED BY THE DEPARTMENT OF FIRE-RESCUE AND THE SOUTHEAST FLORIDA REGION FOR BUILDING AND SUSTAINING CAPABILITIES TO ENHANCE THE REGIONAL PREPAREDNESS FOR COMPLEX COORDINATED TERRORIST ATTACKS; RATIFYING THE CITY MANAGER'S ELECTRONIC ACCEPTANCE OF THE GRANT AND AUTHORIZING THE CITY MANAGER TO ACCEPT SAID GRANT AWARD AND TO EXECUTE THE NECESSARY DOCUMENTS, IN A FORM ACCEPTABLE TO THE CITY ATTORNEY, IN ORDER TO IMPLEMENT THE ACCEPTANCE OF SAID GRANT.**

WHEREAS, the City of Miami ("City") has been awarded a grant in an amount not to exceed \$723,260.00 from the Department of Homeland Security Federal Emergency Management Agency ("FEMA"); and

WHEREAS, pursuant to grant stipulations, said funds will be used by the Department of Fire-Rescue and the Southeast Florida Region for building and sustaining capabilities to enhance the regional preparedness for complex coordinated terrorist attacks; and

WHEREAS, it is appropriate for the City Commission to authorize the City Manager to accept said grant and to establish a special revenue project for the appropriation of said grant award;

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated as if fully set forth in this Section.

Section 2. The following new Special Revenue Project is established and resources are appropriated as described below:

FUND TITLE: Department of Homeland Security – FEMA -  
Program to Prepare Communities for  
Complex Coordinated Terrorist Attacks - FY 2016

RESOURCES: Federal Emergency Management  
Agency ("FEMA") \$723,260.00

APPROPRIATIONS: \$723,260.00

Section 3. The City Manager's electronic acceptance of the grant award is hereby ratified and the City Manager is authorized<sup>1</sup> to execute the necessary documents, in a form acceptable to the City Attorney, to implement acceptance of said grant award.

Section 4. This Resolution shall become effective immediately upon its adoption and signature of the Mayor.<sup>2</sup>

\_\_\_\_\_  
Francisco Garcia, Director  
Department of Planning

\_\_\_\_\_  
Execution Date

STATE OF FLORIDA )  
COUNTY OF MIAMI-DADE )

Personally appeared before me, the undersigned authority, \_\_\_\_\_, Clerk of the Planning, Zoning and Appeals Board of the City of Miami, Florida, and acknowledges that s/he executed the foregoing Resolution.

SWORN AND SUBSCRIBED BEFORE ME THIS \_\_\_\_ DAY OF \_\_\_\_\_, 201\_\_.

\_\_\_\_\_  
Print Notary Name

\_\_\_\_\_  
Notary Public State of Florida

Personally know \_\_\_\_\_ or Produced I.D. \_\_\_\_\_  
Type and number of I.D. produced \_\_\_\_\_  
Did take an oath \_\_\_\_\_ or Did not take an oath \_\_\_\_\_

My Commission Expires: \_\_\_\_\_

<sup>1</sup> The herein authorization is further subject to compliance with all requirements that may be imposed by the City Attorney, including but not limited to, those prescribed by applicable City Charter and City Code provisions.

<sup>2</sup> If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.



**City of Miami**  
**Legislation**  
**Resolution**

City Hall  
3500 Pan American Drive  
Miami, FL 33133  
www.miamigov.com

**File Number: 2920**

**Final Action Date:**

A RESOLUTION OF THE MIAMI CITY COMMISSION ESTABLISHING A NEW SPECIAL REVENUE PROJECT ENTITLED "FISCAL YEAR 2016 – PROGRAM TO PREPARE COMMUNITIES FOR COMPLEX COORDINATED TERRORIST ATTACKS" BASED ON FUNDING RECEIVED FROM THE DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY ("FEMA") AND APPROPRIATING FUNDS, IN AN AMOUNT NOT TO EXCEED \$723,260.00, CONSISTING OF A GRANT FROM FEMA TO BE USED BY THE DEPARTMENT OF FIRE-RESCUE AND THE SOUTHEAST FLORIDA REGION FOR BUILDING AND SUSTAINING CAPABILITIES TO ENHANCE THE REGIONAL PREPAREDNESS FOR COMPLEX COORDINATED TERRORIST ATTACKS; RATIFYING THE CITY MANAGER'S ELECTRONIC ACCEPTANCE OF THE GRANT AND AUTHORIZING THE CITY MANAGER TO ACCEPT SAID GRANT AWARD AND TO EXECUTE THE NECESSARY DOCUMENTS, IN A FORM ACCEPTABLE TO THE CITY ATTORNEY, IN ORDER TO IMPLEMENT THE ACCEPTANCE OF SAID GRANT.

WHEREAS, the City of Miami ("City") has been awarded a grant in an amount not to exceed \$723,260.00 from the Department of Homeland Security Federal Emergency Management Agency ("FEMA"); and

WHEREAS, pursuant to grant stipulations, said funds will be used by the Department of Fire-Rescue and the Southeast Florida Region for building and sustaining capabilities to enhance the regional preparedness for complex coordinated terrorist attacks; and

WHEREAS, it is appropriate for the City Commission to authorize the City Manager to accept said grant and to establish a special revenue project for the appropriation of said grant award;

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated as if fully set forth in this Section.

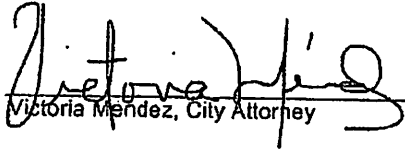
Section 2. The following new Special Revenue Project is established and resources are appropriated as described below:

<b>FUND TITLE:</b>	Department of Homeland Security – FEMA - Program to Prepare Communities for Complex Coordinated Terrorist Attacks - FY 2016
<b>RESOURCES:</b>	Federal Emergency Management Agency ("FEMA")
	\$723,260.00
<b>APPROPRIATIONS:</b>	\$723,260.00

Section 3. The City Manager's electronic acceptance of the grant award is hereby ratified and the City Manager is authorized<sup>1</sup> to execute the necessary documents, in a form acceptable to the City Attorney, to implement acceptance of said grant award.

Section 4. This Resolution shall become effective immediately upon its adoption and signature of the Mayor.<sup>2</sup>

APPROVED AS TO FORM AND CORRECTNESS:

  
Victoria Mendez, City Attorney 10/17/2017

---

<sup>1</sup> The herein authorization is further subject to compliance with all requirements that may be imposed by the City Attorney, including but not limited to, those prescribed by applicable City Charter and City Code provisions.

<sup>2</sup> If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.



FUND TITLE: FEMA - FY 2016 - Program to Prepare Communities for Complex Coordinated Terrorist Attacks

RESOURCES: Department of Homeland Security - FEMA -  
Program to Prepare Communities for Complex  
for Complex Coordinated Terrorist Attacks - FY 2016 \$723,260.00

APPROPRIATIONS: \$723,260.00

**Becraft, Andrea**

---

**From:** Alfonso, Daniel J.  
**Sent:** Wednesday, September 27, 2017 10:35 PM  
**To:** Blondet, Lillian  
**Cc:** Casamayor, Fernando; Gomez, Pete  
**Subject:** Re: Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant

Approved.

Regards;

Daniel J. Alfonso  
Manager, City of Miami  
"Serving, Enhancing, and Transforming our Community"

----- Original message -----

**From:** "Blondet, Lillian" <LBlondet@miamigov.com>  
**Date:** 9/27/17 18:16 (GMT-05:00)  
**To:** "Alfonso, Daniel J." <djalfonso@miamigov.com>  
**Cc:** "Casamayor, Fernando" <FCasamayor@miamigov.com>, "Gomez, Pete" <PGomez@miamigov.com>  
**Subject:** Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant

Good afternoon Mr. Manager,

As previously discussed, the City of Miami was approved for \$723,260 to implement a CCTA program in the City of Miami in conjunction with partner jurisdictions. The FEMA process requires that the person who submitted the grant application must be the one accepting the award in the on-line system. Since I was the one submitting the application on behalf of the City, I will have to accept the award (and documents have my name). Once I accept, I can then include the City Manager as Signatory Official to have his name included in documents. Furthermore, the on-line acceptance must also occur within 30 days of notification (Sept 12/17). Trainings scheduled for next week will require the update of budget and work program documents that will be available only to entities that have accepted the award. It is imperative that the City is able to participate on these webinars in order to meet the implementation timeline.

This item will be presented to the Commission in October by Fire Department.

I'm respectfully requesting authorization to move forward with approval of award to ensure the City does not lose the funding and can update budget/work program according to the FEMA's schedule. It is understood that the Miami Commission will have to accept funding to then have an agreement routed for signatures following the City's established signature/approval process.

Regards,

*Lillian P. Blondet*

Attachment: 2920 Email - Approval of Award (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated

Director Office of Grants Administration  
444 SW 2<sup>nd</sup> Avenue, 5<sup>th</sup> Floor, Miami FL 33130  
Phone: 305-416-1536



*Serving, Enhancing and Transforming our Community*

Attachment: 2920 Email - Approval of Award (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated

Award Letter

U.S. Department of Homeland Security  
Washington, D.C. 20472



Lillian Blondet  
City of Miami - Miami Fire Rescue  
444 SW 2nd Avenue, 5th Floor  
Miami, FL 33130 -

Re: Grant No.EMW-2016-GR-00097

Dear Lillian Blondet:

Congratulations, on behalf of the Department of Homeland Security, your application for financial assistance submitted under the Fiscal Year (FY) 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) has been approved in the amount of \$723,260.00. You are not required to match this award with any amount of non-Federal funds.

Before you request and receive any of the Federal funds awarded to you, you must establish acceptance of the award. By accepting this award, you acknowledge that the terms of the following documents are incorporated into the terms of your award:

- Agreement Articles (attached to this Award Letter)
- Obligating Document (attached to this Award Letter)
- FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) Notice of Funding Opportunity.

Please make sure you read, understand, and maintain a copy of these documents in your official file for this award.

In order to establish acceptance of the award and its terms, please follow these instructions:

Step 1: Please log in to the ND Grants system at <https://portal.fema.gov>.

Step 2: After logging in, you will see the Home page with a Pending Tasks menu. Click on the Pending Tasks menu, select the Application sub-menu, and then click the link for "Award Offer Review" tasks. This link will navigate you to Award Packages that are pending review.

Step 3: Click the Review Award Package icon (wrench) to review the Award Package and accept or decline the award. Please save or print the Award Package for your records.

System for Award Management (SAM): Grant recipients are to keep all of their information up to date in SAM, in particular, your organization's name, address, DUNS number, EIN and banking information. Please ensure that the DUNS number used in SAM is the same one used to apply for all FEMA awards. Future payments will be contingent on the information provided in the SAM; therefore, it is imperative that the information is correct. The System for Award Management is located at <http://www.sam.gov>.

If you have any questions or have updated your information in SAM, please let your Grants Management Specialist (GMS) know as soon as possible. This will help use to make the necessary updates and avoid any interruptions in the payment process.

Attachment: 2920 Award Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

*Thomas Dinanno*

THOMAS GEORGE DINANNO GPD Assistant Administrator

Attachment: 2920 Award Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

# City of Miami, Florida

TOMÁS P. REGALADO  
MAYOR



3500 PAN AMERICAN DRIVE  
MIAMI, FLORIDA 33133  
TELEPHONE: 250-5330  
FAX: 305-854-4000

February 7, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

Dear Sir or Madam:

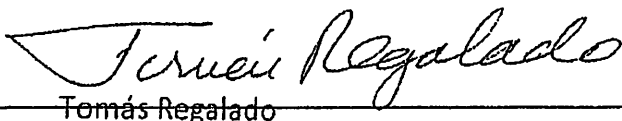
As Mayor of the City of Miami, I fully support the City's application to the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks for the regional project entitled the Southeastern Florida Complex Coordinated Terrorist Attack Initiative. In keeping with the grant program, the City of Miami and its regional partners are committed to building and sustaining capabilities to enhance the regional preparedness for complex coordinated terrorist attacks. Additionally, we endeavor to assess and prepare for "risks that are most relevant and urgent" for the Southeast Florida region, in order to strengthen our collective security and resilience as a Nation. The City of Miami looks forward to partnering with the following 35 regional partners in completing this initiative and providing the necessary resources:

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

REGIONAL PARTNERS			
Broward County		Monroe County	
1	Broward Sheriff's Office	20	Monroe County Emergency Management
2	Broward County Health Care Coalition		Palm Beach County
3	Broward Health	21	Palm Beach County
4	City of Ft. Lauderdale	22	Palm Beach Fire Rescue Department
5	Coral Springs Police Department	23	Palm Beach County Sheriff's Office
6	Davie Police Department	24	Riviera Beach Police Department
7	Hollywood Police Department		State of Florida
8	Miramar Police Department	25	Florida Division of Emergency Management
9	Sunrise Police Department	26	Florida Department of Health
	Miami-Dade County	27	Florida Department of Law Enforcement
10	City of Doral Police Department	28	Florida Wildlife Commission
11	City of Miami		Whole Community Stakeholders
12	City of Miami Department of Fire-Rescue	29	American Red Cross
13	City of Miami Beach	30	Florida International University
14	City of Coral Gables	31	Local Hospitals and Health Coalitions
15	Hialeah Police Department	32	Miami-Dade College
16	Miami-Dade County	33	Southeast Florida Fusion Center
17	Miami-Dade Fire Rescue	34	Southeast Regional Domestic Security Task Force
18	Miami-Dade Police Department	35	US Department of Justice
19	Village of Key Biscayne		

I urge you to look favorable on the City of Miami's Program to Prepare Communities for Complex Coordinated Terrorist Attacks application. Thank you in advance for your consideration.

Sincerely,

  
Tomás Regalado

**SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE**

**BACKGROUND**

<b>Name of primary applicant:</b> City of Miami
<b>Name and title of the lead POC:</b> Pedro J Gomez, Assistant Fire Chief
<b>POC's full mailing address:</b> 444 S.W. 2 <sup>nd</sup> Avenue, 10 <sup>th</sup> Floor
<b>POC's telephone #:</b> 305-416-5402
<b>POC's email address:</b> <a href="mailto:PedroG@miamigov.com">PedroG@miamigov.com</a>
<b>Name and title of the AOR:</b> Lillian Blondet, Office of Grants Administrator Director
<b>AOR's full mailing address:</b> 444 S.W. 2 <sup>nd</sup> Avenue, 5 <sup>th</sup> Floor
<b>AOR's telephone:</b> 305-416-1536
<b>AOR's email:</b> <a href="mailto:lblondet@miamigov.com">lblondet@miamigov.com</a>

**PARTICIPATING JURISDICTIONS/PARTNERS:**

	<b>REGIONAL PARTNERS</b>	<b>ROLES</b>	<b>RESPONSIBILITIES</b>
	<b>Broward County</b>		
1	Broward County Health Care Coalition	CCTA Training	Conducting Regional Training
2	Broward County (Office of Emergency Management and Port Everglades)	CCTA Training	Full Scale Exercise, Emergency Operations Center Table Top Exercise
3	Broward Fire Department (Dept.)	CCTA Planning and Logistics	Full Scale Exercise
4	Broward Health	CCTA Training	Full Scale Exercise
5	Broward Sheriff's Office	CCTA Training	Full Scale Exercise
6	City of Ft. Lauderdale	CCTA Training	Full Scale Exercise
7	Coral Springs Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
8	Davie Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
9	Hollywood Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
10	Miramar Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
11	Sunrise Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
	<b>Miami-Dade County</b>		
		Exercise Planning and Logistics	
12	City of Coral Gables	Logistics	Full Scale Exercise



*SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE*

13	City of Doral Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
14	City of Miami	CCTA Training	Full Scale Exercise
15	City of Miami Fire-Rescue	CCTA Training	Full Scale Exercise
16	City of Miami Beach	CCTA Training	Full Scale Exercise
17	Hialeah Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
18	Miami-Dade County	Exercise Planning and Logistics	Full Scale Exercise
19	Miami-Dade Fire Rescue	CCTA Training	Full Scale Exercise, Emergency Operations Center Table Top Exercise
20	Miami-Dade Police Dept.	CCTA Training	Full Scale Exercise
21	Village of Key Biscayne	Exercise Planning and Logistics	Full Scale Exercise
	<b>Monroe County</b>		
22	Monroe County Emergency Management	CCTA Training	Emergency Operations Center Table Top Exercise
23	Monroe County Sheriff's Office	CCTA Planning and Logistics	Full Scale Exercise
	<b>Palm Beach County</b>		
24	Palm Beach County Emergency Management	CCTA Training	Full Scale Exercise
25	Palm Beach Fire Rescue Dept.	CCTA Training	Full Scale and Emergency Operations Center Table Top Exercise
26	Palm Beach County Sheriff's Office	CCTA Training	Full Scale Exercise
27	Riviera Beach Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
28	West Palm Beach Police Dept.	CCTA Planning and Logistics	Full Scale Exercise
	<b>State of Florida</b>		
29	Florida Division of Emergency Management	Exercise Planning and Logistics	Full Scale Exercise Support
30	Florida Dept. of Health	Exercise Planning and Logistics	Full Scale Exercise
31	Florida Dept. of Law Enforcement	Exercise Planning and Logistics	Full Scale Exercise
	Florida Wildlife		Full Scale Exercise
32	Commission	CCTA Training	

**SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE**

	<b>Whole Community Stakeholders</b>		
33	American Red Cross	Exercise Planning and Logistics	Full Scale Exercise Support
34	Christ Fellowship Church	Exercise Planning and Logistics	Full Scale Exercise Support
35	Florida International University	Exercise Planning and Logistics	Full Scale Exercise
36	Local Hospitals and Health Coalitions	CCTA Training	Full Scale Exercise
37	Miami-Dade College	Exercise Planning and Logistics	Full Scale Exercise Support
38	Southeast Florida Fusion Center	Exercise Planning and Logistics	Full Scale Exercise
39	Southeast Regional Domestic Security Task Force	CCTA Planning and Oversight Committee	Management and Coordination
40	US Department of Justice	Exercise Planning and Logistics	Full Scale Exercise

Attachment: 2020 Back-Up Documents (2020 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

## *SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE*

### **NEED**

#### **1. VULNERABILITIES**

The Southeast Florida Complex Coordinated Terrorist Attack Initiative (the Project), is a regional project coordinated by the Southeast Regional Domestic Security Taskforce Region 7 (SERDSTF). The SERDSTF is a network consisting of 109 multi-discipline, multi-jurisdictional regional partner agencies. The taskforce complements the existing knowledge and structure of federal processes, from the Miami-Ft. Lauderdale Urban Areas Security Initiative (UASI), which is comprised of Miami-Dade, Broward, Palm Beach and Monroe Counties. This Initiative represents Florida's most populous region with over 6.5 million residents, 9,875 square miles and more than 200 miles of coastline susceptible to attacks. The region is home to the Network Access Point center of the Americas, one of the world's largest data centers, which redirects most of the digital information that comes from Latin America. About 90% of data traffic from Central and South America passes through the South FL facility before continuing to its final destination to more than 148 countries around the world. It is the only region with five major sporting franchises in the State and the largest concentration of international banks in the U.S. and four international airports. The Miami-Ft. Lauderdale UASI is notable for its international seaports: PortMiami, Port Everglades and Port Palm Beach.

The seaports' accessibility, location and daily logistics pose unique vulnerabilities. Open waterways surround each of the region's ports, all of which have both civilian and commercial traffic. Accessibility to terminals is open to the public during cruise ship embarkation and debarkation times. PortMiami is among America's busiest ports and recognized as a global gateway. As of 2015, approximately 4.9 million passengers came through Port Miami, more than any other port in the world. Port Everglades, has approximately 3.7 million cruise passengers and over a million shipping containers pass through, annually. Port Palm Beach is the 4<sup>th</sup> busiest deep water port in Florida and the 18<sup>th</sup> busiest in the US. A major consequence of a complex coordinated terrorist attack (CCTA) at any one of the seaports is the large loss of life that would result due to the millions of travelers that pass through the ports each year and the large number of employees working at the ports. An attack of this magnitude runs the risk of overwhelming regional emergency response resources, including non-law enforcement government, non-governmental organizations (NGOs) and private sector entities.

PortMiami contributes \$28 billion annually to the local economy and supports more than 207,000 jobs in South FL. For Port Everglades, approximately 224,000 Florida jobs are impacted by the Port, including 11,700 people who work for companies that provide direct services. On average, Port Palm Beach, generates \$7 billion in commodities and \$216 million in business revenue. A large scale CCTA event in the Southeast FL Region has the potential to cripple, not only the area's tourism and commercial trade, but the state of Florida's economy as a whole.

Another vulnerability is the volatility and value of cargo that passes through our seaports. Port Everglades is South FL's main seaport for receiving petroleum products including gasoline, jet fuel, and alternative fuels, processing 121 million barrels of fuel (5,082 million gallons) in 2016. Fuel and liquid petroleum gas storage and handling of hazardous materials are key components of Port Everglades' operation, but provide for an unintended weapon system. The dynamics of these arrangements are compounded by the close proximity to airports, railroads and financial facilities. A CCTA event has the risk of causing a major interruption of outgoing and incoming petroleum and cargo to the region. Maintaining the ingress and egress of materials in these locations is of critical importance to the security and financial stability of the economies in this region.

## *SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE*

The election increased our unique vulnerability risk, as Palm Beach County is the home of President Trump's Mar-A-Lago resort. His presence in Southeast FL for extended periods of time, exponentially raises our vulnerability to a CCTA.

### **2. CAPABILITY GAPS RELATED TO CCTA**

Capability gaps identified during the regional THIRA confirm the region's inability to conduct comprehensive training and exercise due to limited State Homeland Security Grant Program (HSGP) funding, and ongoing cuts to the Miami/Ft. Lauderdale UASI allocation. The lack of HSGP and UASI training funds, combined with a recent slew of budget cuts to many of the region's first responder agencies, further diminish regional training and exercise opportunities for municipalities that would normally respond to a large CCTA incident in support of county teams. This was evident throughout Operation Heat Shield in 2016, where only eleven of the region's SWAT teams were able to supply personnel 'in-kind' to participate in a series of multi-jurisdictional response scenarios. *Operation Heat Shield* was a complex, regional response full-scale exercise, developed to address gaps identified during the regional Joint Counterterrorism Awareness Workshop Series (JCTAWS). During Heat Shield, multi-disciplinary and multi-jurisdictional participants, exercised emergency response plans while testing unified command capabilities in response to a series of scenarios that developed over a span of nearly 18 hours and across eight venues in Miami-Dade County, FL. The lack of funding to reimburse agencies for overtime prevented smaller municipal partner agencies from participating in the exercise.

The assessment from a 2014 JCTAWS *Table Top* also confirmed the level of planning, coordination and training among first responders is central to the successful disruption and termination of a CCTA. The need to provide regional training and exercise to prepare and respond to a CCTA incident remains a top priority. Given the opportunity to provide regional multidiscipline, multi-jurisdictional partners with comprehensive CCTA-related regional training and exercises, the following *CAPABILITY GAPS* that were previously identified would be addressed:

1. Communication and data sharing challenges between emergency responders are consistently problematic during a mass casualty incident resulting from a CCTA event. Interoperable communication deficiencies directly contribute to communication and planning disconnect during a CCTA response;
2. Coordination between healthcare facilities and emergency operations centers for patient tracking and immediate/long term victim assistance;
3. Affected hospitals and emergency management need to communicate to prepare for the needs of victims impacted by CCTA incidents. Collaboration between EMS, ESF-8 (public health/medical services), law enforcement, hospitals, the medical examiner's office, public information officers, mass care stakeholders, and whole community partners is necessary to address family reunification and the establishment of a family assistance center while maintaining a secure environment;
4. Need for integrated law enforcement and fire-rescue response to a CCTA incident;
5. Intelligence and information sharing between affected federal, state and local partners, to ensure coordinated public information sharing occurs; and
6. Major large-scale events that require special handling have issues regarding command and control between responding law enforcement and fire-rescue specialty teams. CCTA grant funded training/exercise is critical for smaller municipal specialty team agencies to exercise with State recognized specialty teams. Municipal agencies do not receive State funding for counter-terrorism training and preparedness, and would not be able to participate.

## SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE

### 3. RESOURCE LIMITATIONS and FEDERAL FUNDS NEEDS, ACCOMPLISHMENTS, FUNDING

Diminished support from the State Homeland Security Grant Program (SHGP) and limited resources have created a need for additional federal funding for CCTA preparedness and training. SERDSTF Region 7 teams charged with responding to a CCTA incident within the region, have been receiving minimal funding each year, due to the ongoing reduction of SHGP funding below:

In FY 2015 – 2017 Florida was awarded \$11,040,500 in funds. Region 7 received respectively:

- \$1,347,702 (12.2%)                      \$1,031,858 (9.35%)                      \$1,519,296 (13.76%)

The Miami/Ft. Lauderdale UASI also has significant reductions in funding:

- a 50% allocation reduction in 2012 and an additional 2% reduction in 2016

Region 7 is the largest and most densely populated region in the state, with more than 33% of Florida's population and containing critical infrastructure. Florida's SHGP allocation formula fails to take into account the region's shifting population associated with tourism; over 27.6 million people visit this region yearly. These changes increase the region's risk environment from CCTA incidents. The pattern of underfunding Southeast FL prohibits the implementation of region-wide proactive multi-disciplinary CCTA-type training and exercise for affected municipalities that do not receive SHGP funding. The financial burden to bear their own training, is too great for smaller partners. Without a coordinated regional effort, training obtained in silos results in the absence of interoperability during any future large-scale CCTA. Regional training also ensures all partners adhere to a common curriculum.

Preparedness and training is key to strengthening our collective security and resilience. Rescue Task Force trainings have occurred in a few of the jurisdictions within the region. In 2014, a *JCTAWS Tabletop Exercise* was conducted in Miami. The capability gaps identified as a result, led to the creation of a full-scale, multi-jurisdictional exercise called *Operation Heat Shield*. The exercise involved a situational scenario on "All-Star Baseball Game Weekend" at Miami's Marlins Park. Results and observations were as follows:

- The value of victim Warm-Zone extraction was shown during the morning portion of the exercise, especially the need of close coordination between uniformed personnel and EMS;
- The use of pre-deployed Florida Department of Health State Medical Response Teams at Marlins Park proved invaluable in the triage of victims prior to hospital transport; and
- SWAT Commanders were educated on the Southeast Fusion Center's (SEFFC) criminal intelligence sharing capabilities prior and during the exercise. The SEFFC is Miami-Dade Police Department's Homeland Security Bureau.

We accomplished the goal to unite all 10-12 response teams to work together. Officer safety was enhanced through the purchase of 15, M4 training bolts for use with new Universal Training Munitions, enabling officers to train using their own weapons moving forward. *Federal funding, training, and/or technical assistance received for regional CCTA preparedness:*

**UASI FUNDING: FY 2012 - \$937,577.52; FY 2013 - \$1,082,793.65; FY 2014 - \$782,045.98**

#### **TRAINING AND TECHNICAL ASSISTANCE**

Incident Command System Classes (300, 400, Position Specific)	Rapid Deployment Force
All Hazard Incident Management Team (O-305)	Rescue Task Force
Active Shooter	Major Scene Management

## SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE

### DESIGN & IMPLEMENTATION

#### PROJECT APPROACH

#### 4. VISION, GOALS, OBJECTIVES ALIGNMENT TO CCTA OBJECTIVES, CAPABILITY GAPS

**VISION:** A prepared Southeast FL Region with uniformed operational, communication and emergency response capabilities and personnel skilled at responding to and recovering from complex coordinated terrorist attacks and capable of utilizing regional emergency response resources and collaborations to strengthen the whole community.

	GOALS	OBJECTIVES
1	Provide a concise depiction of regional gaps analysis to partners utilizing information obtained from past CCTA type regional exercises	Review existing plans and after action reports and update existing gaps analysis
2	Assess the effectiveness of the Southeast Regional Domestic Security Task Force (SERDSTF) Terrorism Response Plan's whole community approach" to CCTAs to mitigate deficiencies	Track the achievement of full scale exercise objectives by all regional partners
3	Evaluate the coordination and preparedness of multi-jurisdictional and multi-disciplined tactical teams and regional partners to a CCTA of critical infrastructure and civilian targets	1) Test regional agency coordination, response and rescue efforts in a unique multi-jurisdictional CCTA full scale exercise scenario incorporating the whole community approach 2) Conduct a series of table top exercises at 4 county emergency operation centers to exercise the whole community approach and address gaps, facilitating an exercise environment where collaboration between EMS, medical/health, law enforcement, public information officers, mass care stakeholders, and whole community partners are necessary to address family reunification and the establishment of a family assistance center
4	Utilize training to prepare regional personnel to respond to CCTA	Provide a Train the Trainer course to a diverse cadre of instructors from the four county region to equip them to train personnel region wide

#### 5. APPROACH TO EXECUTING PROJECT ACROSS ACTIVITY AREAS DELIVERABLES/OUTPUTS

**Identifying Gaps:** Create a SERDSTF planning team consisting of whole community partners to review existing plans and after action reports. Contract a consultant to update the existing gap analysis with information obtained from various CCTA type regional table top and full-scale

## SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE

exercises (JCTAWS/Operation Heat Shield) within the last three years. This information will be shared with affected partners and used to develop regional training and exercise.

*Deliverable: updated regional gap analysis.*

**Planning:** Establish a multi-discipline Regional Planning Team to develop a regional CCTA full-scale exercise to address gaps identified in the regional plan.

*Deliverable: Planning team dedicated to CCTA project development.*

**Training:** The SERDSTF partners will coordinate the following Train the Trainer courses within their jurisdictions.

*Deliverable: Create a Train the Trainer model for the region.*

**Bleeding Control for the Injured (B-Con):** Designed to support the "Stop the Bleed". The course teaches the public and non-medical personnel how to utilize the basic essentials of a small IFAK and control major hemorrhage.

**Critical Decision Making for Complex Coordinated Attacks (PER-335):** Intended for first responders and key staff. This course addresses the vulnerability of any community to a public safety situation, such as an active shooter at a shopping mall; a train derailment with hazardous chemicals; a bombing incident at a commercial district; a plane crash; or chemical, biological, radiological, nuclear, or explosive attack.

**Rescue Task Force Training Course:** for Police and Fire personnel in an active shooter scenario to reduce mortality due to exsanguination.

**L-965 - Resource Unit Leader Course NIMS ICS All-Hazards:** training to be completed by personnel who are regularly assigned to Functional, Support, or Unit Leader positions on Type 3 or 4 AHIMTs.

**L-964 - Situation Unit Leader Course NIMS ICS All-Hazards:** training to be completed by personnel who are regularly assigned to Functional, Support, or Unit Leader positions on Type 3 or 4 AHIMTs

**Exercising:** Contract with the Regional Planning Council to assist with the planning, design and implementation of (4) HSEEP compliant table top exercises for each of the region's Emergency Operation Centers, and one regional CCTA full-scale exercise.

*Deliverable: Four table tops and one regional full-scale exercise.*

The regional planning team will use information provided by regional critical infrastructure partners to develop a series of unique CCTA scenarios within Miami-Dade, Broward, and Palm Beach counties that will test the planning, response and recovery capabilities of our affected multi-disciplinary multi-jurisdictional partners. The full-scale will include a series of synchronized attacks on multiple high value targets throughout the region. Specifically, the exercise will be based on the premise of a CCTA at PortMiami, Port Everglades and Port Palm Beach and will contain 12 unique exercises. The attacks will take place with little or no warning during the "week of the Super Bowl in 2020". These exercises will address the identified gaps, and test command and control, communication, patient tracking, immediate and long-term post-incident victim care, warm-zone extraction techniques, family reunification and regional collaboration during a CCTA incident.

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### **6. APPROACH FOR CAPTURING, DISSEMINATING and SHARING PROJECT**

The Southeast Regional Domestic Security Task Force (SERDSTF) operates in coordination and support of the State's counterterrorism and domestic efforts, and the Miami/Ft. Lauderdale UASI. The SERDSTF works conjointly with UASI to enhance regional capabilities, information sharing, planning, coordination and training with public and private partners. The SERDSTF was established to address terrorism and All-Hazard Emergency Operations efforts by federal, state, and local task force agencies using a whole community approach. The processes already in place through the SERDSTF will facilitate the capture, dissemination and sharing of project results, best practices, lessons learned and other results among regional Project partners and other jurisdictions.

The SERDSTF regional planning approach incorporates 109 multi-discipline, multi-jurisdictional partners in the following sectors: law enforcement, fire, health and medical, education, interoperable communication, critical infrastructure, public information, emergency management, maritime, cyber security, Southeast Florida Fusion Center (SEFFC), public, private, and tribal partners. SERDSTF staff provides support & management; facilitates regional training & exercise; and coordination between all regional and whole community partners. Over 350 task force members and representatives from the Miami/Ft. Lauderdale UASI attend SERDSTF Quarterly Meetings to assess regional needs and identify solutions, share information, develop regional homeland security grant applications, and identify training opportunities. SERDSTF and the Miami/Ft. Lauderdale UASI work hand in hand to enhance regional capabilities and share information with multi-disciplinary public and private partners. After-Action Reports and Improvement Plans (AAR/IP) will comply with the Homeland Security Exercise and Evaluation Program (HSEEP), and will be shared with affected whole community and regional partners via well-established protocol. Partners may also share the information gathered at the quarterly meetings with non-partner stakeholders within their jurisdictions, as they deem appropriate.

### **7. CREATIVE and INNOVATIVE APPROACHES**

Comprised of 4 counties and 109 multi-jurisdictional partners, SERDSTF is the only alliance of its kind in FL. The SERDSTF distinguishes itself from other task forces, with its scope and approach for building capacity in collaboration with the whole community to prepare for and prevent terrorist attacks and other mass casualty events and emergencies. This process was recognized by NCTC/DHS/FBI as a best practice during the 2014 Miami Joint Counterterrorism Awareness Workshop Series (JCTAWS). Additionally, in 2016 the State utilized the SERDSTF process as a template for the redesign of its domestic security process.

Our well-established network of regional partnerships and whole community collaboration promotes creative, innovative, and replicable approaches to preparing for a CCTA. The SERDSTF has the capability, expertise, and resources necessary to design and implement the HSEEP compliant CCTA full-scale exercise, conduct a series of table top exercises at each of our county emergency operation centers, provide training to all participating jurisdictions and effectively disseminate findings/results. Our multi-prong approach will incorporate providing train-the-trainer classes for all the regional partners in Bleeding Control for the Injured (B-Con), Critical Decision Making for Complex Coordinated Attacks (PER-335), Rescue Task Force Training, L-965 Resource Unit Leader Course NIMS ICS All-Hazards and L-964 - Situation Unit Leader Course NIMS ICS All-Hazards curriculum. Partners will collaborate in scheduling training responsibilities, creating a cadre of instructors which will allow for a greater sharing of knowledge. Training is further enhanced by having a diversified field of trainers from law enforcement, fire rescue and hospital-based facilities. Creating a regional training team will have the benefit of reducing



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overtime cost to any one regional partner by having additional instructors to call upon. The SERDSTF will develop a SERDSTF CCTA Planning Team (Planning Team) comprised of regional multi-discipline subject matter experts serving on the taskforce and the UASI. Consultants will be employed to update and consolidate the gap analysis, and develop and coordinate table top exercises. Focusing on gaps identified during the JCTAWS and the Operation Heat Shield regional full-scale exercise, the Planning Team will develop and implement a full-scale exercise that necessitates the immediate multi-jurisdictional response of law enforcement and fire departments from Miami-Dade, Broward, Palm Beach and Monroe counties. The exercise will build on the training implemented upon receipt of the CCTA grant and will include smaller agencies that usually do not have the funding for CCTA preparedness.

### REGIONAL APPROACH

#### **8. REGIONAL APPROACH, CROSS JURISDICTIONAL COLLABORATION**

This project will utilize the regional approach modeled by the Southeast Regional Domestic Security Task Force which has already successfully supported regional sustainment for over ten years and was recognized as a best practice during the JCTAWS series. SERDSTF staff is well experienced and already providing day-to-day management and support to 109 multi-discipline multi-jurisdictional task force partners mentioned above. Staff will provide day to day management and coordination during all phases of the project. Hundreds of task force members and representatives from the Miami/Ft. Lauderdale UASI attend the SERDSTF Quarterly Meetings to assess regional needs and identify solutions, share information, develop regional homeland security grant applications, and identify regional training opportunities. Regional partners are divided into 11 discipline-specific working groups, which are chaired and co-chaired by their peers. These working groups further enhance regional information sharing, training, and collaboration, and facilitate work relationships that are based on trust and respect.

The SERDSTF process is efficient, facilitates regional sustainment, resilience and cost effectiveness through multi-jurisdictional voluntary investment and sharing of resources including mostly free training, facilities and equipment. The project will use already trained personnel to conduct classes using a Train the Trainer approach. This will allow more classes to be offered in an array of disciplines that can be tailored to specific needs. Smaller and under resourced jurisdictions will have access to training otherwise not available to them and will be able to provide critical support during a CCTA.

#### **9. REGIONAL PARTNERS and WHOLE COMMUNITY STAKEHOLDERS**

The 40 SERDSTF agencies listed below will support the objectives of this CCTA project by either conducting CCTA related courses, providing personnel to serve as CCTA related regional Train the Trainers, conducting regional table top exercises, or participating in the regional full scale exercise. Partners have provided support letters.

	<b>REGIONAL PARTNERS</b>	<b>ROLES</b>	<b>RESPONSIBILITIES</b>
	<b>Broward County</b>		
1	Broward County Health Care Coalition	CCTA Training	Conducting Regional Training
2	Broward County	CCTA Training	Full Scale Exercise, Emergency Ops Center Table Top Exercise

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3	Broward Fire Dept.	CCTA Planning & Logistics	Full Scale Exercise
4	Broward Health	CCTA Training	Full Scale Exercise
5	Broward Sheriff's Office	CCTA Training	Full Scale Exercise
6	City of Ft. Lauderdale	CCTA Training	Full Scale Exercise
7	Coral Springs Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
8	Davie Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
9	Hollywood Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
10	Miramar Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
11	Sunrise Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
	<b>Miami-Dade County</b>		
12	City of Coral Gables	Exercise Planning and Logistics	Full Scale Exercise
13	City of Doral Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
14	City of Miami	CCTA Training	Full Scale Exercise
15	City of Miami Fire-Rescue	CCTA Training	Full Scale Exercise
16	City of Miami Beach	CCTA Training	Full Scale Exercise
17	Hialeah Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
18	Miami-Dade County	Exercise Planning and Logistics	Full Scale Exercise
19	Miami-Dade Fire Rescue	CCTA Training	Full Scale Exercise, Emergency Operations Center Table Top Exercise
20	Miami-Dade Police Dept.	CCTA Training	Full Scale Exercise
21	Village of Key Biscayne	Exercise Planning and Logistics	Full Scale Exercise
	<b>Monroe County</b>		
22	Monroe County Emergency Management	CCTA Training	Emergency Operations Center Table Top Exercise
23	Monroe County Sheriff's Office	CCTA Planning & Logistics	Full Scale Exercise
	<b>Palm Beach County</b>		
24	Palm Beach County Emergency Mgt.	CCTA Training	Full Scale Exercise

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25	Palm Beach Fire Rescue Dept.	CCTA Training	Full Scale and Emergency Ops. Center Table Top Exercise
26	Palm Beach County Sheriff's Office	CCTA Training	Full Scale Exercise
27	Riviera Beach Police Dept.	Exercise Planning and Logistics	Full Scale Exercise
28	West Palm Beach Police Dept.	CCTA Planning & Logistics	Full Scale Exercise
	<b>State of Florida</b>		
29	Florida Division of Emergency Management	Exercise Planning and Logistics	Full Scale Exercise Support
30	Florida Dept. of Health	Exercise Planning and Logistics	Full Scale Exercise
31	Florida Dept. of Law Enforcement	Exercise Planning and Logistics	Full Scale Exercise
32	Florida Wildlife Commission	CCTA Training	Full Scale Exercise
	<b>Whole Community Stakeholders</b>		
33	American Red Cross	Exercise Planning and Logistics	Full Scale Exercise Support
34	Christ Fellowship Church	Exercise Planning and Logistics	Full Scale Exercise
35	Florida International University	Exercise Planning and Logistics	Full Scale Exercise
36	Local Hospitals and Health Coalitions	CCTA Training	Full Scale Exercise
37	Miami-Dade College	Exercise Planning and Logistics	Full Scale Exercise Support
38	Southeast Florida Fusion Center	Exercise Planning and Logistics	Full Scale Exercise
39	Southeast Regional Domestic Security Task Force	CCTA Planning and Oversight Committee	Management and Coordination
40	US Department of Justice	Exercise Planning and Logistics	Full Scale Exercise

**PROJECT MANAGEMENT**

**10. PROJECT MANAGEMENT APPROACH, MEASURES, METRICS and SUSTAINABILITY**

The SERDSTF will develop a CCTA Planning Team comprised of regional multi-discipline subject matter experts serving on the taskforce and UASI. Consultants will be employed to update and

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consolidate the gap analysis and update the Regional Terrorism Response Plan. The Planning Team will provide oversight to these consultants to ensure adherence to the schedule and to maintain accountability. Due dates for milestones and deliverables will be incorporated into the contracts of consultants whom will be contractually obligated to report, meet with and provide biweekly status/progress reports to the Planning Team. These reports will be analyzed to verify performance of activities in keeping with the project's objectives and timeline and to identify solutions to any potential setbacks or issues. The planning team will also monitor the expenses to ensure compliance with approved budget and allowable program costs.

Regional training classes will be offered on specific dates and regional partners will be notified of those dates well in advance. A full-time, dedicated program director will monitor the project's progress. Agencies committed to conducting regional training or table top exercises will be responsible for accomplishing the same within the designated phase and for meeting regional milestones and providing progress reports. Planning and implementation of the full-scale exercise will take place after regional training and table top exercises are completed, to address gaps that were identified. The project schedule will be adjusted as feasible to ensure on-time completion within budget parameters. These performance measures and related metrics will be used to track project effectiveness and progress:

<i>Goal</i>	<i>Performance Measure</i>	<i>Metric</i>
1	Completion of the updated and consolidated gap analysis	Gap analysis document
2	Percent of exercise scenarios completed by partners	Number of scenarios completed out of 12 total
3	Number of personnel who participated in table top and full scale exercises	Sign-in sheet for each exercise
4	Number of partners who completed the train the trainer courses	Certificates of completion collected from partners as proof of attendance

### **Sustainability**

This project will utilize a Train the Trainer approach by which people initially trained will be equipped to train others throughout the region. This process will be repeated to maintain a cadre of trained regional personnel and to efficiently instruct regional partners at little or no cost. Whole community partnerships offered through the Miami UASI and SERDSTF will continue to be leveraged beyond the grant period. These multi-jurisdiction, multi-discipline partnerships provide a collaborative forum to plan, train, and exercise in a coordinated manner. Processes and protocols developed through this Project will be maintained and updated as needed. Regional partners will continue to utilize Homeland Security Grant funding and any other funds to conduct regional training and exercises in an effort to maintain capabilities to respond to CCTA. Regional partners will also pursue grants from foundations, local, state, and the federal government to ensure the capabilities are sustained.

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**11. PROJECT PLAN, SCHEDULE and MILESTONES**

This project will increase the preparedness of the Southeast Florida Region in its ability to respond to CCTA type events. To this end, a collaborative SERDSTF Planning Team will manage and coordinate all phases of the project, review existing plans and after action reports and oversee all project consultants. A consultant will be contracted to update the existing gap analysis utilizing information gathered from various CCTA type regional exercises. The consultant will produce a report consolidating findings into one regional HSEEP compliant document that can be shared amongst all partners. The Regional Planning Council will be contracted to assist with the planning, design and implementation of four HSEEP compliant table top exercises for each of the region's emergency operations centers. These table tops will facilitate the spirit of cooperation and regional approach of this project. They will be conducted prior to the regional full scale exercise to address gaps and test each county's whole community approach as well as processes for family reunification and the establishment of a family assistance center. Each county will then produce a findings report that will be shared in the quarterly SERDSTF meetings. Further, regional personnel will provide a series of Train- the-Trainer classes covering B-Con, TECC, and LEFR-TCC at various locations throughout the region. A multi-discipline regional planning team will develop a regional CCTA full-scale exercise to address identified gaps.

These activities related to identifying gaps have been accomplished: 1) reviewed several capability and vulnerability assessments to identify gaps and to validate areas needing improvement; 2) identified federal, state and local resources to mitigate gaps; and 3) identified regional partners who will provide in-kind training, facilities and equipment. All project activities will be conducted in adherence to the schedule below.

ACTIVITY	DATE	MILESTONES
Planning	June 2017 - Aug 2017	Form SERDSTF CCTA Planning Team and review agreements to ensure compliance with CCTA grant
Planning	Sept 2017	Acceptance of grant award by City of Miami Commission
Planning	Sept 2017 - Nov 2017	Procure consultants and execute agreements
Planning	Sept 2017 - June 2019	Procure grant funded equipment and supplies
Training	Jan 2018 - Jan 2019	Implement Train the Trainer
Exercising	Jan 2018 - Jan 2019	Conduct table top exercises at county emergency operation centers and incorporate findings from the after action report in the full scale exercise where applicable.
Exercising	Jun 2018 - Jun 2019	Plan and conduct full scale exercise
Exercising	Jan 2020 - Mar 2020	Complete After Action Report outlining lessons learned, areas of improvement and essential regional capabilities
Exercising	Mar 2020 May 2020	Close out grant

**IMPACT**

**12. POTENTIAL IMPACTS ON INCREASING PREPAREDNESS/RESILIENCE and NEGATIVE IMPACTS**

This project incorporates the whole community to include first responder agencies as well as Faith Based organizations, NGO's, and private businesses which enhances preparedness by expanding the number of entities that can assist in a CCTA. The exercise scenarios are designed to trigger a response from regional law enforcement, fire responders, health and medical, county emergency operations centers, the South Florida Fusion Center, the Southeast Regional Domestic Security Task Force, Interoperable Communications, joint media and maritime personnel within each county. The hands-on learning environment facilitated by the CCTA project will increase the preparedness and resilience capabilities of regional multi-disciplinary partners who would not otherwise train together.

Through this project, participants will improve gaps in their communication, coordination, integration, intelligence and information sharing and command and control skills. The exercises in this project are a fundamental part of increasing preparedness and resilience. Rehearsing for a CCTA will involve assessing the regions overall preparedness by testing procedures, logistics, communications, and developing competencies. Participants will improve their capabilities by using procedures planned for real events which will ensure the region has the best possible contingency plans in place to respond to a CCTA. The project will test the efficacy of implemented solutions to issues which will enable the region to make corrections.

Table top exercises will stimulate discussion of various issues regarding the hypothetical full scale scenario and will be used to assess plans, policies and procedures or assess types of systems needed to guide the prevention of, response to and recovery from an event. The exercise will facilitate understanding of concepts, identification of strengths and shortfalls, and/or achieve a change in attitude. In depth discussions will allow participants to develop decisions.

The approach to this project is strategically designed to increase regional preparedness and resilience by mitigating issues related to a lack of funding, location and other obstacles and building awareness and regional capabilities to prepare for, respond to and recover from a CCTA event. It facilitates regional sustainment, resilience and cost effectiveness through multi-jurisdictional voluntary investment and sharing of resources including training, facilities and equipment. The Train the Trainer approach inherent in this project mitigates these issues by equipping personnel with the skills necessary to provide training that educates partners to build on the capabilities developed in this project. This will allow more classes to be offered in convenient locations and will increase access by smaller or under resourced jurisdictions that are currently prevented from participating due to proximity, cost or other related impediments.

Without this funding and the implementation of this project, Southeast Florida will be precluded from executing region wide proactive multi-disciplinary CCTA type training and exercises for affected municipalities that do not receive SHGP funding. It will be vulnerable to potential loss of life, financial distress and other negative effects of CCTA. Southeast Florida is the largest and most densely populated region in the state, with more than 33% of Florida's population and critical infrastructure. Florida's SHGP allocation formula fails to take into account the region's

## *SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE*

shifting population associated with tourism. These fluctuations increase the region's risk environment from CCTA incidents.

### **13. HOW REGIONAL APPROACH ENHANCES PROJECT EFFECTIVENESS**

Emergency preparedness is achieved by planning, training, equipping and exercising the emergency response organization as mirrored in this project (<https://training.fema.gov/>). The regional approach for this project will engage multi-disciplined regional partners in training and exercising together. This collaborative approach will ensure partners are familiar with their respective roles in planning for, preventing, and responding to a CCTA event. This regional approach builds on the network of existing partnerships established more than ten years ago through the Miami UASI and SERDSTF, to increase organizational readiness and minimize the adverse impact of CCTA events by means of active responses to protect the health and safety of individuals and functioning of physical structures. The cooperation between partners will help to achieve practical and coherent results and will permit a deeper collaboration in critical areas of intelligence and information sharing. Through targeted training to counter CCTA events, this regional approach will increase the capacity of regional partners. The uniformity in project implementation with the presence of control and efficient monitoring makes the regional strategy work. It will avoid issues individual partners have related to logistics and lack of potential to execute the planned training and exercises. This project facilitates the spirit of cooperation and regional preparedness among jurisdictions and entities in Southeast Florida.

This project will clearly address identified gaps by developing effective and responsive regional training and exercises. Training will ensure that a cadre of instructors is available region wide on an ongoing basis to educate personnel on the capabilities developed in this project. Table top exercises will stimulate discussion of various issues related to gaps in the hypothetical CCTA event and will be used to assess plans, policies and procedures or assess types of systems needed to guide the prevention of, response to and recovery from the event. The CCTA full scale exercise will address identified gaps to increase regional preparedness and resilience by exposing personnel to scenarios designed to close these gaps. Participants will improve their capabilities by using procedures planned for real-world events, which will ensure the region has the best possible contingency plans in place to respond to a CCTA. By utilizing the regional approach modeled by the Southeast Regional Domestic Security Task Force, this project is able to support multi-jurisdictional & multi-discipline collaborations to address identified CCTA response gaps.

Project partners are pledging resources, personnel, time and expertise to guarantee the success of this project. Cost effectiveness has been achieved by many of the partners committing to participating at no-cost and by volunteering the use of facilities and sites for the exercises and to conduct trainings.

*SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE*

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**BUDGET**

**14. INTENDED USE OF FUNDS, COST EFFECTIVENESS, USE OF EXISTING RESOURCES**

**A. Identifying Gaps Activities and Cost- \$20,000**

A comprehensive gap analysis report will be created to act as the foundation of the full-scale regional exercise to take place at once at PortMiami, Port Everglades, and Port Palm Beach.

- **Consultants/Contractors (\$20,000):** The consultant will review existing plans and after action reports of past exercises throughout the region within the past 3 years to create a comprehensive regional gap analysis.

**B. Training Delivery- \$563,810**

A Train the Trainer model will be created for cost-effectiveness and sustainability during and after the grant. Attendees will be able to train personnel region wide. Courses will be taught by certified SERDSTF partners or consultants as needed.

**Bleeding Control for the Injured (B-Con) course**

- **Personnel (\$123,450) & Fringe (\$29,791):** Overtime pay for 311 personnel from first responder agencies, hospitals and Port staff throughout the region will receive training.
- **Equipment (\$30,000) and Supplies (\$20,445):** Tactical Combat Casualty Care Cut Suits and Compact First Aid Kits, manuals, workbooks and other training supplies.

**Critical Decision Making for Complex Coordinated Attacks (PER-335)**

- **Personnel (\$128,658) & Fringe (\$44,825):** Overtime for 130 fire/police personnel.
- **Supplies (\$2,500):** Coursework materials.

**Rescue Task Force Training:**

- **Personnel (\$103,671) & Fringe (\$33,222):** Overtime for 118 police/fire personnel will be trained in an active shooter scenario to reduce mortality.
- **Supplies (\$2,248):** Coursework materials.

**L-965 - Resource Unit Leader Course NIMS ICS All-Hazards:**

- **Consultants/Contractors (\$20,000) - 40 Emergency Office Management (EOM)** will be trained on Type 3 or 4 All-Hazard Incident Management Teams (AHIMTs) curriculum for Resource Unit Leaders. There will be no overtime personnel costs for EOM attendees, but a consultant will be hired to conduct the training.

**L-964 - Situation Unit Leader Course NIMS ICS All-Hazards:**

- **Consultants/Contractors (\$25,000) - 40 EOM** will be trained on Type 3 or 4 AHIMT curriculum for Situation Unit Leaders. No overtime personnel costs included for EOM attendees, but a consultant will be hired to conduct the training.

**C. Exercise Design and Development- \$210,000**

Contract consultants for the projects with the Regional Planning Council and utilization of Regional Domestic Security Task Force on duty personnel to reduce overtime costs for the planning portion of the full-scale exercise. The region will purchase the training, exercise materials and supplies needed in order to buy in bulk, and reduce costs.

**Regional Full-Scale Exercise:**

- **Consultants/Contractors (\$50,000):** The consultant will coordinate with participating agencies, secure the spaces/venues for the full-scale, develop the script and take care of



## SOUTHEAST FLORIDA COMPLEX COORDINATED TERRORIST ATTACK INITIATIVE

logistics. The consultant will work with and be supervised by the SERDSTF CCTA Planning Team.

### **Table Top Exercises:**

- **Consultants/Contractors (\$160,000- 4 consultants @ \$40,000 each):** Miami-Dade, Broward, Palm Beach and Monroe counties will each hire a consultant to conduct their table top exercises. Consultants will host all meetings, develop the agenda, purchase supplies and create exercises that are Homeland Security Exercise and Evaluation Program (HSEEP) compliant. They will create after action reports which will be disseminated to partners.

### **D. Exercise Implementation- \$1,054,721**

The full-scale exercise will be based on the premise of a CCTA at PortMiami, Port Everglades and Port Palm Beach during Super Bowl 2020. We will leverage UASI resources as a cost-savings approach. In-kind contributions, services and facilities will be used for the full-scale. For example, Carnival Cruise Lines volunteered their section of PortMiami at no cost. Equipment and supplies will be regionally purchased in order to buy in bulk to reduce expenses.

#### **Regional Full-Scale Exercise:**

- **Personnel (\$818,250) & Fringe (\$105,440):** 856 participants from fire, police, emergency office management and hospitals across the region will take part in the full-scale exercise.
- **Equipment (\$95,201):** Includes simunition handguns and ammo, safety gear, chemical light sticks, flotation devices, safety vests, transportation for SWAT teams.
- **Supplies (\$35,830):** Supply kits bags, wristbands, crime scene tape, miscellaneous supplies (paper towels, wipes, etc.), office supplies, traffic cones, lanyards and badge holders, tables, chairs and shirts for moulage use.

### **Budget Summary:**

<b>A. Identifying Gaps Activities and Cost-</b> \$20,000	<b>C. Exercise Design and Develop.-</b> \$210,000
<b>B. Training Delivery-</b> \$563,810	<b>D. Exercise Implementation-</b> \$1,054,721

**TOTAL PROJECT COSTS:** \$1,848,531

**Management and Administration Costs:** \$92,426 (5% of overall of total grant award)

### **15. PLAN FOR SUSTAINING CAPABILITIES DEVELOPED THROUGH FY 2016 CCTA**

Sustainment of capabilities through ongoing regional CCTA training and exercise will be ensured using CCTA trainers from each county, along with the continued participation of the UASI and the SERDSTF once the grant ends. The region will efficiently maintain a team of instructors to continuously accomplish the initiatives developed in this project by utilizing a Train the Trainer approach. Primary response teams will continue to incorporate under resourced municipal partners in regional training to maintain and improve upon capabilities achieved by participating in the CCTA funded training and exercises. Jurisdictions region wide will continue to contribute voluntary investments and sharing of training, facilities and equipment. As funding is available and appropriated by U.S. DHS/FEMA, participating counties and jurisdictions in the Southeast FL region will support future training and exercise priorities by leveraging UASI funds and available SHGP funding. Regional partners will also pursue grants from foundations, local, state, and other federal funding to ensure the capabilities are sustained.



FEMA

Grant Programs Directorate  
Information Bulletin  
No. 417  
July 13, 2017

MEMORANDUM FOR: All State Administrative Agency Heads  
All State Administrative Agency Points of Contact  
All Urban Area Security Initiative Points of Contact  
All State Homeland Security Directors  
All State Emergency Management Agency Directors  
All Eligible Regional Transit Agencies  
All Private Sector Transportation Security Partners  
All Public and Private Sector Port Security Partners  
All Tribal Nation Points of Contact

FROM: Thomas DiNanno *Thomas DiNanno*  
Assistant Administrator for Grant Programs  
Federal Emergency Management Agency

SUBJECT: Fiscal Year (FY) 2016 Program to Prepare Communities for Complex  
Coordinated Terrorist Attacks Grant Program

Today, the Department of Homeland Security's (DHS) Federal Emergency Management Agency (FEMA) is pleased to announce final funding allocations for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks Grant Program (CCTA Grant Program).

Recent terrorist incidents, such as those in London, England; Boston, Massachusetts; Nairobi, Kenya; San Bernardino, California; Paris, France; and Brussels, Belgium highlight an emerging threat known as complex coordinated terrorist attacks. The FY 2016 CCTA Grant Program is intended to enhance security and build capacity for jurisdictions to prepare for, prevent, and respond to complex coordinated terrorist attacks that may occur across the nation.

The selected recipients will receive funding specifically to develop and implement effective, sustainable, and regional approaches for enhancing preparedness for complex coordinated terrorist attacks, which include the following components: identifying capability gaps, developing and/or updating plans, training to implement plans and procedures, and conducting exercises to validate capabilities. Successful projects will focus on advancing whole community and regional partnerships by collaborating across jurisdictional boundaries and multi-disciplinary entities.

The total amount of funds allocated for the FY 2016 CCTA Grant Program is \$35,940,000.

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

FY 2016 FEMA Grant CCTA Program		
State	Grant Recipient	FY 2016 Allocation
Arizona	City of Phoenix	\$1,565,000
California	City of Los Angeles Mayor's Office of Public Safety	\$1,223,225
	San Bernardino County	\$1,334,751
District of Columbia	Metropolitan Washington Airports Authority (DC/VA)	\$595,098
Florida	City of Miami	\$723,260
Hawaii	Hawaii Department of Defense	\$492,800
Illinois	City of Aurora	\$1,373,809
	City of Chicago Office of Emergency Management and Communications	\$699,502
	Illinois Emergency Management Agency	\$1,214,024
Indiana	Indiana Department of Homeland Security	\$2,024,833
Maryland	Maryland Emergency Management Agency	\$2,098,575
Missouri	East-West Gateway Council of Governments (IL/MO)	\$1,474,716
	Mid-America Regional Council (KS/MO)	\$2,251,502
New York	New York State Division of Homeland Security and Emergency Services	\$1,379,048
North Carolina	City of Winston-Salem	\$1,868,050
	Durham County	\$931,500
Ohio	Franklin County	\$829,725
South Carolina	South Carolina Law Enforcement Division	\$1,530,020
Tennessee	Knox County	\$536,250
Texas	City of Dallas	\$925,000
	City of Houston	\$1,759,733
	Galveston County	\$976,896
	South East Texas Regional Planning Commission	\$1,076,336
	Texas Department of Public Safety	\$659,556
Utah	Unified Fire Authority of Greater Salt Lake	\$1,043,800
Virginia	Arlington County	\$1,244,890
	Virginia Department of Emergency Management	\$2,001,568
Washington	King County	\$1,516,723
Wisconsin	Wisconsin Emergency Management	\$589,810
<b>Total</b>		<b>\$35,940,000</b>

### Total Project Costs

Provide a sum of the estimated project costs from the M&A, Identifying Gaps, Planning, Training, and Exercising sections.

Total Project Costs									
Personnel	Fringe Benefits	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
\$516,496.00	\$125,000.00	\$125,000.00		\$0.00	\$	\$0.00	\$	\$	\$723,260.00

### Management and Administration

Identify costs that are directly related to the M&A of funds, such as financial management and monitoring.

*Note: M&A costs may not exceed five percent (5%) of the total grant award.*

Management and Administration		Total Costs
Description		
5% of overall project cost to manage and administer the grant for personnel \$10,048		\$10,048.00

### Identifying Gaps

Identify planned activities and associated costs for identifying capability gaps related to preparing for, preventing, or responding to responding to complex coordinated terrorist attacks, as described in the applicant's project narrative.

- **Name/Description:** Provide the name and a brief description of the proposed activities related to identifying capability gaps.
- **Costs:** List cost estimates for each allowable cost category noted in the table.

Identifying Gaps Activities and Cost										
Name/Description	Costs									
	Personnel	Fringe Benefits	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
Consultant to Update Regional Capabilities Gap Analysis as it relates to CCTA.	\$	\$	\$20,000.00	\$	\$	\$	\$	\$	\$	\$20,000
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total	\$0.00	\$0.00	\$20,000.00	\$0.00	\$	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00

### Planning

Identify planned activities and associated costs for developing and updating plans, processes, and standard operating procedures, as described in the applicant's project narrative.

- **Name/Description:** Provide the name and a brief description of the proposed planning activities.
- **Costs:** List cost estimates for each allowable cost category noted in the table.

Planning Activities and Cost										
Name/Description	Costs									
	Personnel	Fringe Benefits	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

### Training

Identify planned activities and estimated costs for the development and delivery of training, as described in the applicant's project narrative.

- **Name/Description:** Provide the name and a brief description of the training, to include topic, intended audience, and any other pertinent information.
- **Format:** Identify the format of the requested training (e.g., classroom, virtual, instructor-led, train the trainer).
- **Number of Participants:** Identify the number of individuals that you intend to have receive the training.
- **Costs:** List cost estimates for each allowable cost category noted in the table.

Training Activities and Cost										
Training Development										
Name/Description	Costs									
	Personnel	Fringe	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
	\$	\$	\$	\$	\$	\$			\$	\$
	\$	\$	\$	\$	\$	\$			\$	\$
	\$	\$	\$	\$	\$	\$			\$	\$
Total	\$	\$	\$	\$	\$	\$			\$	\$
Training Delivery										
# of				Costs						

Name/Description	Format	Participants	Personnel	Fringe	Consultants/Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
Bleeding Control (B-Con) is intended for first responders, hospital staff, and Port Staff	Train the Trainer	84	\$23,348.00	\$8,064.00	\$10,000.00	\$				\$	\$	\$41,412.00
Critical Decision Making for Complex Coordinated Attacks (PER-335) intended for first responders and key staff. This course addresses the vulnerability of any community to a public safety situation, such as an active shooter at a shopping mall; a train derailment with hazardous chemicals; a bombing incident at a commercial district; a plane crash; or chemical, biological, radiological, nuclear, or explosive attack.	Classroom	60			\$0.00	\$				\$	\$	\$0.00
Rescue Task Force Training is intended for Police and Fire personnel in an active shooter scenario to reduce mortality due to insanguination.	Train the Trainer	50	\$43,950.00	\$14,100.00	\$	\$				\$	\$	\$58,050.00
Total			\$67,298.00	\$22,164.00	\$10,000.00	\$0.00				\$0.00	\$0.00	\$99,462.00
<b>Total Training Costs</b>												
			Personnel	Fringe Benefits	Consultants/Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
			\$67,298.00	\$22,164.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$99,462.00

#### Exercising

Identify planned activities and estimated costs for the design/development and implementation of exercises, as described in the applicant's project narrative. Implementation should include the development of any resultant products, such as the after action report.

- **Name/Description:** Provide the name and a brief description of the requested exercise(s), to include scope, intended audience, and any other pertinent information.
- **Format:** Identify the format of the requested exercise(s) (e.g., seminar, workshop, tabletop, functional, full-scale).
- **Number of Participants:** Identify the total number of individuals that you intend to have participate in the exercise(s).
- **Costs:** List cost estimates for each allowable cost category noted in the table.

<b>Exercise Activities and Cost</b>												
<b>Exercise Design and Development</b>												
Name/Description			Personnel	Fringe Benefits	Consultants/Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
Regional Full Scale Exercise			\$	\$	\$50,000.00	\$	\$	\$	\$	\$	\$	\$50,000.00
Table Top Exercise - Broward			\$	\$	\$15,000.00	\$	\$	\$	\$	\$		\$15,000.00
Table Top Exercise - Miami Dade			\$	\$	\$15,000.00	\$	\$	\$	\$	\$		\$15,000.00
Table Top Exercise - Palm Beach			\$	\$	\$15,000.00	\$	\$	\$	\$	\$	\$	\$15,000.00
Total			\$0.00	\$0.00	\$95,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$95,000.00
<b>Exercise Implementation</b>												
Name/Description	Format	# of Participants	Personnel	Fringe Benefits	Consultants/Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
Regional Full Scale Exercise: overtime pay for personnel from fire, police including SWAT, EOM and hospitals.	Full-scale	400	\$439,150.00	\$59,600.00	\$	\$				\$	\$	\$498,750.00
Total			\$439,150.00	\$59,600.00	\$0.00	\$	\$0.00	\$		\$	\$	\$498,750.00
<b>Total Exercise Costs</b>												
			Personnel	Fringe Benefits	Consultants/Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
			\$439,150.00	\$59,600.00	\$95,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$593,750.00

## Congressional Districts

### Southeast Florida Regional CTA Initiative

#### Miami-Dade County

1. FL-023
2. FL-024
3. FL-025
4. FL-026
5. FL-027

#### Broward County

1. FL-020
2. FL-022
3. FL-023
4. FL-024

#### Palm Beach County

1. FL-018
2. FL-020
3. FL-021
4. FL-022

#### Monroe County

1. FL-026

**SOUTHEAST REGIONAL DOMESTIC SECURITY TASK FORCE (SERDSTF)**

## STATE WORKING GROUP EXECUTIVE BOARD

## DOMESTIC SECURITY EXECUTIVE ADVISORY BOARD

## REGION 7 FUNCTIONAL WORKGROUPS (FWG) CHAIRS & CO-CHAIRS

# STRESS COORDINATOR SUPERVISORS

Bill Arnone, FDLE / Gina Beato-Dominguez, MDPD

Sandra Lefebvre, ROSTF Planner

STAVROV

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**મોડલ નામ**

Andrea Ward

ward@ipbbsu.org

RECEIVED December 13, 2016



*Southeast Regional Domestic Security Task Force – Region 7*  
1030 NW 111 Ave., Miami FL 33172  
Tel. 305-470-5500 Fax 305-470-5515  
Palm Beach County Sheriff Ric L. Bradshaw, Chair  
FDLE Special Agent in Charge Troy Walker, Co-chair

January 19, 2017

Dear Members of the Southeast Regional Domestic Security Task Force (SERDSTF),

The event at Fort Lauderdale Airport on Friday, January 6, 2017, highlighted the necessity for a cooperative regional and multi-discipline preparedness, response, and recovery. The Southeast Regional Domestic Task Force functions as a structure for all of our members to meet, train, exercise and equip ourselves. Most importantly, the system functions as a way to cross-pollinate ideas and forge personal trust. The cross-discipline response to the vile attack on the Fort Lauderdale Airport demonstrated the continuing need to work together, identify gaps in our capabilities, and offer our unique capabilities and expertise to a common goal.

Going forward the SERDSTF will continue to pinpoint best practices and fill the gaps that were identified during the events on January 6th. We will engage with all of the disciplines to assure that critically needed missions and roles are identified and filled in both the initial response to a terrorist attack and the critical stages in the aftermath. We will engage with our grant partners of the State Homeland Security (SHSP) Grant and the Urban Area Security Initiative (UASI) to assure we remain a coordinated and successful region.

In 2017, the Department of Homeland Security offered a new opportunity known as the Grant to Prepare Communities for Complex Coordinated Terrorist Attacks. The SERDSTF and the South Florida UASI are submitting a mutual plan that will include partners from each of the region's disciplines, along with our airports and seaports, to demonstrate our coordinated efforts. The final plan will be reviewed and endorsed by the Chair and Co-Chair of the SERDSTF.

We recognize, appreciate and applaud the efforts of every discipline that responded to the Fort Lauderdale Airport. Please continue to support the SERDSTF by providing fresh input and ideas.

Best Regards,

Sheriff Ric Bradshaw, Chair  
SAC Troy Walker, Co-Chair  
Southeast Regional Domestic Security Task Force

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist



**Mission:**

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts



**Rick Scott**  
Governor

**Celeste Philip, MD, MPH**  
State Surgeon General and Secretary

**Vision:** To be the Healthiest State in the Nation

February 3, 2017

U.S. Department of Homeland Security

245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

The Florida Department of Health in Broward County looks forward to working in close partnership with the City of Miami and all other regional partners within this program. This partnership will build on our regional capabilities to prepare for, respond to, and recover from a Complex Coordinated Terrorist Attack. We support a collaborative regional planning, training, and exercise approach which is integrated with all disciplines.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

A handwritten signature in black ink that reads "Paula Thaqi".

Paula Thaqi, MD, MPH

Director



BERTHA W. HENRY, County Administrator  
115 S. Andrews Avenue, Room 409 • Fort Lauderdale, Florida 33301 • 954-357-7362 • FAX 954-357-7360

February 6, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

Broward County looks forward to working in close partnership with the City of Miami and all other regional partners within this program.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

A handwritten signature in dark ink, appearing to read "Bertha Henry", written over a horizontal line.

Bertha Henry, County Administrator  
Broward County, FL

Broward County Board of County Commissioners  
Mark D. Bogen • Beam Fur • Steve Geller • Dale v C. Hoiness • Chip LaMarco • Non H. Rich • Tim Ryan • Barbara Sharief • Michael J. Jdine  
[www.broward.org](http://www.broward.org)

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist



Sheriff Scott Israel

**Broward Sheriff's Office**  
**Department of Fire Rescue and**  
**Emergency Services**  
2601 West Broward Boulevard  
Fort Lauderdale, Florida 33312  
(954) 831-8200 www.sheriff.org

February 6, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

Broward Sheriff Fire Rescue & Emergency Services looks forward to working in close partnership with the City of Miami and all other regional partners within this program. This partnership will put us in contentions for receiving part of the grant for rescue task force training and civilian bleeding control for the injured (B-CON) that will be held at Port Everglades/Fort Lauderdale International Airport and will include our other regional partners.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

Joseph R. Fernandez, Fire Chief  
Broward Sheriff Fire Rescue & Emergency Response

Cc: Leslie Cedeno, Grants

Harris Henbest, Division Chief, Port Everglades  
BSO DLE

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist



**BCHC**  
Broward County Healthcare Coalition

February 1, 2017

U.S. Department of Homeland Security

245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

The Broward County Healthcare Coalition looks forward to working in close partnership with the City of Miami and all other regional partners within this program. This partnership will further our collaboration and preparedness for future tragedies.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

*Jaime S Caldwell*

Jaime S. Caldwell

---

Chair

Broward County Healthcare Coalition

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

February 9, 2017

Office of the Mayor  
3500 Pan American Drive  
Miami, Florida 33133

To whom it may concern:

Let it be know that The Blue Line Angels is honored to be asked to be part of the FEMA "Program to Prepare Communities for complex Coordinated Terrorist Attacks".

We, The Blue Line Angels, look forward to contributing in any way possible for the event that will take place in early 2018. We will begin preparations of volunteers now to insure a successful contribution to the program.

The Blue Line Angels further understands this is a help in recruiting volunteers only and accepts no responsibility or liability in this process or event. Additional help would require additional request and consideration.

Please direct all request or information to Carla Ginebra de Garcia, President of The Blue Line Angels at 305-281-0760 or email to thebluelineangels@gmail.com

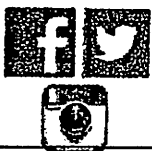
Once again, thank you for the opportunity to be involved in such a much needed event.

Blessings,

Officer Carla Ginebra De Garcia  
Founder / President "The Blue Line Angels"  
Phone: 305-281-0760  
Email: thebluelineangels@gmail.com



"Blessed are the peacemakers, for they shall be called sons of God." (Mathew 5:9 ESV)





AVIATION DEPARTMENT - Fort Lauderdale-Hollywood International Airport  
2200 SW 45<sup>th</sup> Street, Suite 101 • Dania Beach Florida 33312 • 954-359-8100

February 6, 2017

Harris Henbest  
Broward Sheriff Fire Rescue & Emergency Services Department  
Port Everglades  
1901 Eller Drive  
Suite 101  
Fort Lauderdale, FL 33316

RE: Applicatory support for the Fiscal Year 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA Program)

Dear Chief Henbest,

Please accept this letter as a symbolism of Fort Lauderdale-Hollywood International Airport's full support with regards to the CCTA Program and its application process. Throughout our nation's history, and now with more recent events transpiring here at the airport, I fully agree that more prevention and mitigation efforts can be taken (i.e. training, planning, resources, etc.) to better serve our community of travelers and stakeholders and do hereby acknowledge through use of the federal grant, these measures are more feasible and affordable.

In addition, please note that my staff and I are here to work with you to ensure a more streamlined process and successful outcome. I further commend you for taking the lead on this and pulling the other outlined agencies together for the application.

Bleeding Control (B-Con) Kits as well as Train-the-Trainer opportunities would exist at our location by use of the grant funding that is provided. It is the airport's intent to have these B-Con kits in place at every AED location found at the airport. Additionally, training would be provided by officially certified/licensed EMT and nurses through our local fire partners, Broward Sheriff's Office Fire Station #10.

I cordially request that updates on the application, process, and results be transmitted regularly to ensure the most up-to-date information as possible. I look forward to assisting you in any means applicable. Please feel free to reach out to me or my Airport Emergency Manager, Jason Alvero, should you have any questions or require further support.

Sincerely,

  
Michael Nonhemacher  
Acting Assistant Director of Aviation  
Operations, Maintenance, Security

MN/me

Broward County Board of County Commissioners  
Mark D. Bogen • Beam Furr • Steve Geller • Dale V.C. Honess • Chip LaMarca • Nan H. Rich • Tim Ryan • Barbara Shanef • Michael Udine  
[www.broward.org/www.fl.net](http://www.broward.org/www.fl.net)

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

January 24, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: 2016 Program to Prepare the County for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

On behalf of The Public Health Trust dba Jackson Health System (JHS), I am pleased to express our support and commitment as a community partner for the City of Miami Fire Rescue's application to the Department of Homeland Security, Federal Emergency Management Agency. If awarded, the grant will improve the ability of the City and its regional partners to prepare for, prevent, and respond to complex coordinated terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare our vulnerable communities for a terrorist attack. In light of the recent tragedies in Florida at the Orlando nightclub and the Fort Lauderdale airport, it is critical that the regional partnership under the leadership of the City of Miami obtain funding to train members of the community and implement a variety of exercises on a multi-jurisdictional scale to increase public safety.

JHS pledges to participate as a community partner in identifying gaps, planning, training, and participating in exercises in support of the above objectives. The proposed project will serve to enhance our capability to carry-out our mission as the safety-net hospital in the event of a terrorist attack. JHS is an academic health system with a public healthcare mission and partners with the University of Miami Miller School of Medicine to provide care to many of the 2.69 million residents throughout the nearly 2,000 square mile county.

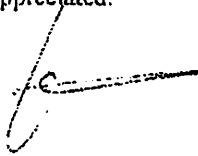
Miami-Dade County's Emergency Management Plan has designated JHS as a Critical Infrastructure and First Responder. JHS is prepared to serve the injured and takes an all-hazards approach in its training and preparation so the emergency preparedness response teams are able to handle chemical, radiological, biological, nuclear, or explosive attacks, in addition to mass casualty events, natural disasters, and pandemic infectious diseases.

Ryder Trauma Center at Jackson Memorial Hospital (JMH) is the only Level I trauma facility in the County and served 4,179 adult and pediatric patients (FY14-15). In May 2016, Jackson South Community Hospital opened a Level II trauma center to cover injured residents in south Miami-Dade. The Burn Center is one of the leading burn treatment facilities in the nation. It is the only one in South Florida with a reported 4,540 inpatient visits and 4,817 outpatient visits. The Poison Control Center is only one of three in the state, is open 24/7/365, and handled 50,150 calls in FY15-16. As part of its emphasis on serving the injured amid a mass casualty incident involving any chemical or radiological contamination, JHS has decontamination units at its three main facilities: Jackson Memorial Hospital, Jackson North Medical Center and Jackson South Community Hospital.

As healthcare leaders in the community, it is our duty and our privilege to support any and initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make South Florida and the jurisdictions within the region better prepared to protect and serve the public interest.

Should you have any questions, please don't hesitate to contact me at 305-585-6754 or Manuel Fraga, Director of Grant Operations at 305-585-7596. Your consideration of this application from the City of Miami is greatly appreciated.

Sincerely,



Carlos A. Migoya  
President and Chief Executive Officer





Broward Health Medical Center  
Broward Health North  
Broward Health Imperial Point  
Broward Health Coral Springs  
Chris Evert Children's Hospital  
Broward Health Weston  
Broward Health Community Health Services  
Broward Health Physician Group  
Broward Health Foundation

January 31, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Fort Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

The North Broward Hospital District, d.b/a Broward Health looks forward to working in close partnership with the City of Miami and all other regional partners within this program. Broward Health has the only trauma centers in the northern two-thirds of Broward County, and runs the closest Level 1 Trauma Center to both the Fort Lauderdale International Airport and Port Everglades; located less than a mile from both ports. This partnership will identify and address current gaps within the community and hospital system in responding to a coordinated terrorist attack.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

Kevin Fusco  
Interim President/CEO

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist



Office of the Mayor  
111 NW 1st Street • Suite 2910  
Miami, Florida 33128-1930  
T 305-375-5311

[www.miamidade.gov](http://www.miamidade.gov)

January 31, 2017

Honorable W. Craig Fugate, Administrator  
Federal Emergency Management Agency – FEMA  
United States Department of Homeland Security  
500 C Street S.W.  
Washington, D.C. 20472

RE: FEMA "Program to Prepare Communities for Complex Coordinated Terrorist Attacks"

Dear Administrator Fugate:

As Deputy Mayor of Miami-Dade County, I am excited to express my support for, and commitment to join the City of Miami in their collaborative project to "Prepare Communities for Complex Coordinated Terrorist Attacks." If awarded, grant funds received from the United States Department of Homeland Security, Federal Emergency Management Agency – FEMA, will improve South Florida's ability to prepare for, prevent, and respond to complex, coordinated terrorist attacks in collaboration with the whole community.

The City of Miami is equipped to lead this Regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies experienced in both Orlando and Fort Lauderdale, Florida less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

Miami-Dade County looks forward to working with the City of Miami and all other regional partners. The partnership will enable staff at the County's two major Ports (Miami International Airport and PortMiami (Seaport)) to continue to identify capacity gaps, update plans, train personnel, and conduct exercises to validate capabilities and identify opportunities for additional corrective action.

As Deputy Mayor, I believe this project will strengthen the region's capacity for building and sustaining capabilities to address complex, coordinated terrorist attacks. We commend the City of Miami's proactive efforts to position South Florida and all jurisdictions throughout our region to better protect and serve the public's interest. I highly recommend that you award grant funding for this important initiative. Should you have any questions, please don't hesitate to contact me at (305) 375-1451. Your consideration is greatly appreciated.

Sincerely,

  
Russell Benford  
Deputy Mayor

Attachment: 2020 Back-Up Documents (2020 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist



# Miami-Dade Police Department

Director's Office



An Internationally  
Accredited  
Police Service

January 27, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist  
Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

Miami-Dade Police Department looks forward to working in close partnership with the City of Miami and all other regional partners within this program. This partnership will enhance the safety of our communities and increase our ability to identify and stop a coordinated terrorist attack.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

Juan J. Perez  
Director



Board of Commissioners  
Blair I. Ciklin  
Jean L. Enright  
Peyton W. McArthur  
Wayne M. Richards  
Katherine M. Waldron

Executive Director  
Manuel Almira, PPM

January 31, 2017

U.S. Department of Homeland Security

245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

The Port of Palm Beach District looks forward to working in close partnership with the City of Miami and all other regional partners within this program. This partnership seeks to continue an investment strategy to implement objectives addressing a series of post 9/11 laws, strategies documents, plans, Executive Orders (EOs) and Homeland Security Presidential Directives (HSPDs), with a focus on National Preparedness Guidelines and its associated work products, including the National Infrastructure Protection Plan (NIPP). This effort will ensure coordination with programs on current regional collaborative efforts.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

Manuel Almira  
Executive Port Director  
Port of Palm Beach District

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist

Looking out for physicians

Looking out for their patients

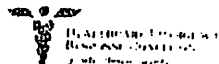


Executive Committee  
Shawn Baca, MD  
President  
Brandon Lusk, MD  
President-Elect  
Marc Hirsh, MD  
First Vice-President  
Larry Bush, MD  
Secretary  
Robert Tome, MD  
Treasurer  
James Goldenberg, MD  
Immediate Past President  
Tenna Wiles  
Chief Executive Officer

Palm Beach County  
Medical Society Services

Executive Committee  
Michael Dennis, MD  
President  
Ivy Fiske, MD  
Vice President  
Matt Gracey  
Secretary  
Don Chester  
Treasurer  
Douglas Dedo, MD  
Immediate Past President

the Future  
Medicine



PROJECT ACCESS



February 1, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528 0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated  
Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

The Healthcare Emergency Response Coalition, a program of the Palm Beach County Medical Society Services, looks forward to working in close partnership with the City of Miami and all other regional partners within this program. As HERC continues to integrate with other partners, it promotes preparedness through standardized practices and fosters better communication on community/regional-wide emergency planning, response and recovery.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

John E James Jr.  
Dir. of Public Health & Disaster Services  
Palm Beach County Medical Society

Sincerely,

3540 Forest Hill Blvd., Ste. 101, West Palm Beach, FL 33406 ~ Phone 561-433-3940 ~ Fax 561-433-2385 ~ [www.pbcms.org](http://www.pbcms.org)

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist



PORT EVERGLADES DEPARTMENT - Chief Executive Port Director's Office  
1950 Hiller Drive, Fort Lauderdale, Florida 33304  
954-468-3504 FAX 954-524-8711

January 30, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than seven months apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

Broward County's Port Everglades Department looks forward to working in close partnership with the City of Miami and all other regional partners within this program. This partnership will benefit Port Everglades due to the overall improvement in multi-agency preparedness for response to terrorist attacks and other similar crisis responses. As the world's third largest cruise ship port with over 50,000 passengers passing through the port on a busy day, our intent is to use a portion of the grant funding to focus on Bleeding Control for the Injured (BCOI) training and equipment for non-tactical law enforcement officers, firefighters, security personnel, and civilian employees of port users using a train-the-trainer format. This training will also be made available to other seaports and airports in the region.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

Glenn A. Wiltshire  
Deputy Port Director

Broward County Board of County Commissioners  
Mark D. Boger • Brian E. J. • Steve Geller • Dan V.C. Holness • Chip LaMarca • Nat H. Rich • Tim Ryan • Barbara Sharief • Michael Urdine  
[www.broward.org](http://www.broward.org)

Attachment: 2020 Back-Up Documents (2020 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist



Board of Commissioners  
Blair J. Ciklin  
Jean L. Enright  
Peyton W. McArthur  
Wayne M. Richards  
Katherine M. Waldron

Executive Director  
Manuel Almira, PPM

January 31, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

The Port of Palm Beach District looks forward to working in close partnership with the City of Miami and all other regional partners within this program. This partnership seeks to continue an investment strategy to implement objectives addressing a series of post 9/11 laws, strategies documents, plans, Executive Orders (EOs) and Homeland Security Presidential Directives (HSPDs), with a focus on National Preparedness Guidelines and its associated work products, including the National Infrastructure Protection Plan (NIPP). This effort will ensure coordination with programs on current regional collaborative efforts.

As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

Manuel Almira  
Executive Port Director  
Port of Palm Beach District

Attachment: 2920 Back-Up Documents (2920 : Est. Special Revenue Proj. - FY '16 Program to Prepare Communities for Coordinated Terrorist



**American Red Cross**  
South Florida Region

Broward County Chapter  
600 NE 3<sup>rd</sup> Avenue  
Fort Lauderdale, FL 33304

Florida's Coast  
to Heartland Chapter  
2606 17<sup>th</sup> Avenue  
Vero Beach, FL 32960

2963 W Midway Road  
Fort Pierce, FL 34981

323 N. Parrott Avenue  
Okeechobee, FL 34972

106 Medical Avenue  
Sebring, FL 33870

Florida's Southern  
Gulf Chapter  
7051 Cypress Terrace, #110  
Fort Myers, FL 33907

2610 Northbrooke Plaza Drive  
Naples, FL 34119

Greater Miami &  
The Keys Chapter  
335 SW 27th Avenue  
Miami, FL 33135

5450 McDonald Avenue, #11  
Key West, FL 33040

Greater Palm Beach &  
Martin County Chapter  
1250 Northpoint Parkway  
West Palm Beach, FL 33407

149 SE Avenue D  
Belle Glade, FL 33430

5820 North Federal Highway  
Boca Raton, FL 33487

2750 South Kanner Highway  
Stuart, FL 34994

January 30, 2017

U.S. Department of Homeland Security  
245 Murray Lane, SW  
Washington, D.C. 20528-0075

RE: FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

To Whom It May Concern:

This letter is to support the City of Miami's proposal for the FY 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant application. It is our understanding that the monies, if awarded, will be utilized by the City of Miami Department of Fire-Rescue in collaboration with regional partners to improve the region's ability to prepare for, prevent, and respond to complex terrorist attacks.

The City of Miami is equipped to lead this South Florida regional effort to better prepare South Florida against terrorist attacks. In light of the recent tragedies Florida has experienced in both Orlando and Ft. Lauderdale, less than a year apart, it is critical that the City of Miami obtain the funding necessary to implement activities on an expansive, multi-jurisdictional scale to increase public safety.

The American Red Cross South Florida Region looks forward to working in close partnership with the City of Miami and all other regional partners within this program. This partnership will strengthen and enhance our ability to support our partners in preparing for and responding to complex coordinated terrorist attacks in South Florida. As leaders in the community, it is our duty to support any and all initiatives that keep our residents and visitors safe. We commend the City of Miami's proactive efforts to make Miami and all jurisdictions throughout our region better prepared to protect and serve the public interest.

Sincerely,

Carlos J. Castillo, Regional Disaster Officer  
American Red Cross, South Florida Region



# CHRIST FELLOWSHIP

February 8, 2017

Office of the Mayor  
3500 Pan American Drive  
Miami, Florida 33133

To whom it may concern,

Let it be known that Christ Fellowship is honored to be asked to be part of the FEMA "Program to Prepare Communities for Complex Coordinated Terrorist Attacks".

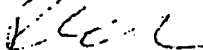
We at Christ Fellowship Church look forward to contributing in any way possible for the event that will take place in early 2018. We will begin preparations of volunteers now to insure a successful contribution to the program.

Christ Fellowship Church further understands this is a help in recruiting volunteers only and accepts no responsibility or liability in this process or event. Additional help would require additional request and consideration.

Please direct all request or information to Roger Hammer, Director of Security and Public Safety at 305-343-3945 or email to [rogerhammer@cfmiami.org](mailto:rogerhammer@cfmiami.org)

Once again, thank you for the opportunity to be involved in such a much needed event.

Sincerely,



Roger Hammer, CSC, CPP  
Director of Security and Public Safety  
Christ Fellowship Church  
Off: 305-238-1818  
Cell: 305-343-3945  
[rogerhammer@cfmiami.org](mailto:rogerhammer@cfmiami.org)

**Miami-Dade County**

Coral Gables PD	\$ 9,900.00
Coral Gables FR	\$ 7,500.00
Miami Beach PD	\$ 9,900.00
Miami Beach FR	\$ 7,500.00
Hialeah PD	\$ 9,900.00
N. Miami Beach PD	\$ 5,400.00
Aventura PD	\$ 4,500.00
Monroe SO	\$14,025.00
Miami-Dade FR	\$ 7,500.00
Miami-Dade FR (RRobin)	\$ 9,000.00
Miami-Dade PD (Fusion)	\$ 2,700.00
Miami-Dade PD (Manpower)	\$15,000.00
Miami-Dade PD (RDSTF)	\$27,000.00
Miami-Dade PD (Plans/Log)	\$ 9,000.00
Miami-Dade PD (RRobin)	\$ 9,000.00
Miami-Dade PD (5 Drivers)	\$ 4,500.00
Miami FR	\$ 7,500.00
Miami PD (RRobinx2)	\$18,000.00
FIU (RRobin)	\$ 9,000.00
<b>TOTAL</b>	<b>\$186,825.00</b>

**Broward County**

Pembroke Pines PD	\$ 9,900.00
Pembroke Pines PD (RRobin)	\$ 8,100.00
Pembroke Pines FR	\$ 7,500.00
Coral Springs PD	\$ 9,900.00
Sunrise PD	\$ 9,900.00
Sunrise PD (RRobin)	\$ 8,100.00
Davie PD	\$ 9,900.00
Davie PD (RRobin)	\$ 8,100.00
Davie FR	\$ 7,500.00
Hollywood PD	\$ 9,900.00
Hollywood PD (RRobin)	\$ 8,100.00
Broward SO-FR	\$ 7,500.00
Broward SO (Manpower)	\$15,000.00
Broward SO (Plans/Log)	\$ 9,000.00
Broward SO (5 Drivers)	\$ 4,500.00
Broward SO (5 Evaluators)	\$ 4,500.00
Ft. Lauderdale FR	\$ 7,500.00
Ft. Lauderdale PD (RRobin)	\$ 8,100.00
<b>TOTAL</b>	<b>\$153,000.00</b>

**Palm Beach County**

Palm Beach Gardens PD	\$ 9,900.00
Palm Beach Gardens PD (RRob )	\$ 9,000.00
Riviera Beach PD	\$ 9,900.00
Riviera Beach PD (RRobin)	\$ 9,000.00
Riviera Beach FR	\$15,000.00
Boynton Beach PD	\$ 9,900.00
Boynton Beach PD (RRobin)	\$ 9,000.00
Delray Beach PD	\$ 9,900.00
Delray Beach PD (RRobin)	\$ 9,000.00
Boca Raton PD	\$ 9,900.00
Boca Raton PD (RRobin)	\$ 9,000.00
Palm Beach County FR	\$15,000.00
Palm Beach SO (Fusion)	\$ 2,700.00
Palm Beach SO (Manpower)	\$15,000.00
Palm Beach SO (Plans/Log)	\$ 9,000.00
Palm Beach SO (5 Drivers)	<u>\$ 4,500.00</u>
<b>TOTAL</b>	<b>\$155,700.00</b>

**Summary:**

Miami-Dade	\$186,825.00
Broward	\$153,000.00
Palm Beach	<u>\$155,700.00</u>
	<b>\$495,525.00</b>

<b>Exercise Budget Allocation:</b>	<b>\$498,750.00</b>
<b>Estimated Exercise Costs</b>	<b><u>\$495,525.00</u></b>
<b>Remaining Balance</b>	<b>\$ 3,225.00</b>



# DOCUMENT ROUTING FORM

P4L **RUSH**  
4/12/19

Today's Date: 4/11/19

DOCUMENT TITLE: MOA CCTA Grant Program 2016 between City of Miami and COFL

COMM. MTG. DATE: 4/2/19 CAM #: 19-0264 ITEM #: R-4 CAM attached: ☒ YES ☐ NO

Routing Origin: \_\_\_\_\_ Router Name/Ext: Glynis Action Summary attached: ☐ YES ☒ NO

CIP FUNDED: ☐ YES ☒ NO

Capital Investment / Community Improvement Projects defined as having a life of at least 10 years and a cost of at least \$50,000 and shall mean improvements to real property (land, buildings, or fixtures) that add value and/or extend useful life, including major repairs such as roof replacement, etc. Term "Real Property" include: land, real estate, realty, or real.

2) City Attorney's Office: Documents to be signed/routed? ☒ YES ☐ NO # of originals attached: 4

Is attached Granicus document Final? ☒ YES ☐ NO Approved as to Form: ☒ YES ☐ NO

Date to CCO: 4/11/19

RMH  
Attorney's Name

[Signature]  
Initials

3) City Clerk's Office: # of originals: 4 Routed to: Donna V. Ext 5027 Date: 4/11/19

4) City Manager's Office: CMO LOG #: Apr-46 Document received from: Glynis

Assigned to: CHRIS LAGERBLOOM ☒ LINDA LOGAN-SHORT ☐ RHODA MAE KERR ☐  
CHRIS LAGERBLOOM as CRA Executive Director ☐

☐ APPROVED FOR C. LAGERBLOOM'S SIGNATURE ☐ N/A C. LAGERBLOOM TO SIGN

PER ACM: L. L-SHORT \_\_\_\_\_ (Initial/Date) R. KERR \_\_\_\_\_ (Initial/Date)

☐ PENDING APPROVAL (See comments below)

Comments/Questions: \_\_\_\_\_

Forward \_\_\_\_ originals to ☐ Mayor ☒ CCO Date: 4/12/19

5) Mayor/CRA Chairman: Please sign as indicated. Forward \_\_\_\_ originals to CCO for attestation/City seal (as applicable) Date: \_\_\_\_\_

## INSTRUCTIONS TO CITY CLERK'S OFFICE

City Clerk: Retains \_\_\_\_ original and forwards \_\_\_\_ originals to: Jo Ann Lorber (Name/Dept/Ext)

Attach \_\_\_\_ certified Reso # \_\_\_\_ ☐ YES ☐ NO

Original Route form to CAO