

Miami-Dade County, Florida Recovery Operations Center (ROC)

Recovery Support Function Economic



October 2021

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APPROVAL SIGNATURES

This Recovery Support Function (RSF) Economic Annex has been approved by the Miami-Dade County Office of Emergency Management (OEM).

Frank K. Rollason,
Office of Emergency Management – Director

10/13/2021

Date Approved



October 2021

REVISIONS TO PLAN

This is the first iteration of this plan so, there are no revisions to record. However, this section documents the Emergency Management Accreditation Program (EMAP) standards that are found in this plan.

Page	Location	Change
10	5.4 Recovery Activities	Under Recovery Information added the following two bullets based on lessons learned during the COVID-19 Pandemic: <ul style="list-style-type: none"> • Status of County services and infrastructure • County Emergency Orders
11	5.4 Recovery Activities	Revised the Economic Redevelopment Planning section based on lessons learned during the COVID-19 Pandemic.
12	5.4 Recovery Activities	Added a new Temporary Employment section based on lessons learned during the COVID-19 Pandemic.
12-13	5.4 Recovery Activities	Added a Supporting Existing Business section based on lessons learned during the COVID-19 Pandemic.

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1 INTRODUCTION

1.1 Purpose

Recovery Support Function (RSF) Economic is responsible for developing strategies to prioritize and implement economic redevelopment and intermediate to long-term recovery for the private sector.

1.2 Scope

This RSF will serve as an advocate for the private sector, distribute information about available grants and loans and share information on rebuilding and resiliency efforts.

Each entity identified herein will utilize this plan as the basis for development and maintenance of subordinate plans, response policies, and implementing procedures. The existence of this plan does not relieve response organizations or local jurisdictions from the duty of developing their own Standard Operating Procedures.

1.3 How to use this Annex

This annex is designed to accomplish the following:

- To serve as a training aid to familiarize the reader with the roles and responsibilities of the agencies comprising RSF Economic.
- To offer operational guidance to responders and decision-makers by providing checklists and sample documents.

1.4 Distribution

The following agencies and organizations will receive an electronic copy of this annex annually:

- Florida International University (FIU)-Small Business Development Center
- Beacon Council
- Miami-Dade Small Business Development Division
- Miami Downtown Development Authority
- Miami Dade Agricultural Extension Office
- Miami-Dade Department of Cultural Affairs
- Greater Miami Convention and Visitor's Bureau
- Alliance for Response-South Florida members
- Networking Organizations & Corporate Partners

2 AUTHORITY & REFERENCES

- National Disaster Recovery Framework (NDRF)
- State of Florida Recovery Plan
- Miami-Dade Comprehensive Emergency Management Plan (CEMP)
- ESF 18 (Business and Industry) Annex
- Miami-Dade County Code Ordinance 8(b), as amended by Chapter 1
- Miami-Dade Hazard Impact and Assessment Plan
- Florida State Statutes, Chapter 252
- Chapter 49 of the USC
- Public Law 99-288
- Public Law 100-707
- Code of Federal Regulations, Title 44

3 ANNEX MAINTENANCE

It is the responsibility of the OEM Whole Community Recovery Planner to update this annex biennially. Changes in operational capabilities, modernization of equipment, or modifications should be incorporated in the revisions to this annex. This annex serves as a Chapter in Volume II of the Recovery Plan.

4 SITUATION & ASSUMPTIONS

4.1 Situation

The hazards and vulnerabilities of the county are identified in the Threat and Hazard Identification and Risk Assessment (THIRA) which was being updated in 2021. Below is a brief summary of the issues relevant to RSF Economic:

- The four most rapidly growing industries in Miami-Dade County are banking and finance; hospitality and tourism; life sciences and healthcare; and trade and logistics.¹
- The two significant external generators of economic activity in Miami-Dade County are international trade and tourism.²
- The top private employers in the county includes: University of Miami, Publix, Baptist Health Systems, Winn Dixie, American Airlines, United Parcel Services, Precision Response Corporation, Home Depot, and Florida Power and Light.³
- Small businesses are often hardest hit due to limited resources and lack of insurance.

¹ Beacon Council, Business Growth: <https://www.beaconcouncil.com/data/economic-overview/business-growth/>

² Beacon Council, Trade: <https://www.beaconcouncil.com/data/economic-overview/trade/>

³ Beacon Council, Top Employers: <https://www.beaconcouncil.com/data/economic-overview/top-employers/>

4.2 Assumptions

In addition to the assumptions presented in the Recovery Plan Volume I, this annex is based on the following assumptions:

- Business and industry owners or representatives will want to assess the damage to their businesses as soon as feasible.
- Unanticipated consequences of the incident may require the County to develop new programs and/or procedures and provide additional resources without extensive pre-planning.
- A disaster may require the private sector to alter their business models and the may requires County assistance to accomplish these changes.
- A pandemic requiring stay at home advisories and social distancing will have a significant impact on the economic health of the County.
- Businesses and government agencies may be competing for scarce resources.
- It is important that the business community re-establish normalcy as soon as possible to deliver goods and services to the population and to return the workforce to gainful employment.

5 CONCEPT OF OPERATIONS

5.1 Organization

This RSF will continue coordinating economic recovery once the Recovery Operations Center (ROC) is activated. These responsibilities transfer from ESF 18 (Business and Industry) to RSF Economic. RSF Economic will coordinate and develop strategies to prioritize and implement economic redevelopment and intermediate to long-term recovery.

Table 1. Transition of ESFs into RSFs

CEMP: Emergency Support Function ESF	Recovery Plan: Recovery Support Function RSF
ESF 18 (Business & Industry)	RSF Economic

This annex also incorporates the National Disaster Recovery Framework (NDRF). The NDRF provides a flexible structure that enables the County to operate in a unified and collaborative manner. This annex also incorporates the National Incident Management System (NIMS), Incident Command System (ICS) when operating within the ROC. This RSF reports to and is answerable to the Recovery Manager.

5.2 Direction and Control

Lead Agency

Miami-Dade County Office of Emergency Management

- Serves as the lead agency for RSF Economic.
- Coordinates the activities of RSF Economic once activated, this includes participating in ROC activations and supporting economic recovery initiatives during the recovery process.
- Conducts training and exercises to ensure partner agencies are familiar with WebEOC, Business Continuity Information Network (BCIN) and overall operations.

Support Agencies

Miami-Dade Internal Services Department, Small Business Development Division

- Supports the business damage and impact assessment survey.
- Builds and supports the recovery of the private sector following a disaster in concert with other partners.
- Assists with staffing the RSF Economic position in the ROC and support the lead agency's activities.
- Participates in recovery meetings, training and exercises on an annual basis.

Miami-Dade Department of Cultural Affairs

- Supports and oversees a damage and impact assessment of the art and cultural community.
- Supports the economic recovery of the county's art and cultural community.
- Participates in recovery meetings, training and exercises on an annual basis.

Alliance for Response-South Florida

- Distributes available grant opportunities to eligible art and cultural organizations following a disaster.
- Coordinates recovery activities with the American Institute for Conservation and the Foundation for Advancement in Conservation.
- Participates in recovery meetings, training and exercises on an annual basis.

Florida International University (FIU) - Small Business Development Center

- Manages the Emergency Bridge Loan program.
- FIU sets-up and manages the Business Disaster Assistance Center.
- Builds and supports the recovery of the business community in concert with other partners.
- Participates in recovery meetings, training and exercises on an annual basis.

Beacon Council

- Assists with staffing the RSF Economic position in the ROC and support the lead agency's activities.
- Supports the Emergency Bridge Loan program in conjunction with the Small Business Development Center.
- Monitors Congressional and State activities on financial assistance to affected businesses.
- Builds and supports the recovery of the business community in concert with other partners.
- Participates in recovery meetings, training and exercises on an annual basis.

Miami Downtown Development Authority

- Assists with staffing the RSF Economic position in the ROC and supports the lead agency's activities.
- Coordinates and directs the distribution of grants and loans for business recovery.
- Builds and supports the recovery of the business community in concert with other partners.
- Participates in recovery meetings, training and exercises on an annual basis.

Miami Dade County Agricultural Extension Office

- Conducts impact assessments from the disaster on the agricultural sector.
- Distributes loans and grants to aid in the agricultural community's recovery.
- Builds and supports the recovery of the business community in concert with other partners.
- Participates in recovery meetings, training and exercises on an annual basis.

Greater Miami Convention and Visitor's Bureau (GMCVB)

- Represents the needs and issues of the tourism sector.
- Assists RSF Public Information/Outreach on media campaigns regarding the County's tourism sector.
- Builds and supports the recovery of the business community in concert with other partners.
- Participates in recovery meetings, training and exercises on an annual basis.

Florida Department of Economic Opportunity

- Manages the Emergency Bridge Loan Program statewide.
- Builds and supports the recovery of the business community following a disaster.
- Conducts the Statewide business damage and impact assessment survey.
- Serves as a resource and advocates for the business community on business recovery and economic stimulation after a disaster.

Private Sector Partners: Networking Organizations and Corporate Partners

- Provides guidance on needed economic assistance during the recovery phase.
- Serves as a resource and advocates for the business community on business recovery and economic stimulation after a disaster.
- Participates in recovery meetings, training and exercises on an annual basis.

5.3 Preparation

The lead and support agencies of this RSF will complete the following preparedness steps annually:

- Develops and maintains notification rosters.
- Creates and educates partners on business continuity plans.
- Participates and/or conducts training and exercises with the County and other RSF Economic partners.

5.4 Notification

The Recovery Manager will inform the RSF Economic lead and support agencies of the activation of the ROC. The alert and notification from the Recovery Manager will include the status of the ROC activation and any actions that should be taken by the lead and support agencies. Prior to the EOC deactivation, the ESF 18 staff should brief the RSF Economic staff on their current priorities and issues, to ensure a smooth transition from the EOC to the ROC.

5.5 Intermediate Recovery

Recovery Information

During the recovery phase, the private sector partners will need information on various assistance programs and services that are available to foster economic recovery. RSF Economic will serve as the clearinghouse for this information by taking the following actions:

- Status of County services and infrastructure.
- County Emergency Orders.
- Collaborate with other relevant RSFs to promote Small Business Development Workshops.
- Technical assistance in the application process for Federal, State or local disaster assistance loans and grant opportunities.
- Potentially assisting in identifying temporary office space and communications equipment to rent or purchase.
- Services available to assist small businesses such as employee assistance programs (daycare) and financial assistance.

This information will be distributed through the Public-Private Program Email Distribution list, the various business associations and organizations (Chambers of Commerce, Business Development Centers, etc). The information will also be

communicated through the Federal Emergency Management Agency Disaster Recovery Centers and the Small Business Administration (SBA) Business Recovery Centers. RSF Economic will work closely with RSF Public Information/Outreach since it may be necessary to hold special meetings or workshops with the private sector partners to address their needs.

Assess Economic Impact

RSF Economic will coordinate the economic assessment among the support agencies, which will determine the level of damage and disruption to the private sector partners. This assessment will include windshield surveys, virtual and in-person meetings and electronic surveys.

These assessments will evaluate both physical damage (properties, inventory, etc.) and economic losses. The following variables will be included in the economic assessment process:

- Tax revenue loss (sales, property, and employment)
- Job loss
- Loss of wages
- Business closures and interruption (loss of productivity)
- Damage to infrastructure supporting the economic sector
- Damage to property (commercial, industrial, residential)
- Damage to natural resources (which have an impact on local industries)

Economic Redevelopment Planning

RSF Economic will collaborate with existing partners on the development of a plan that will assist in the rebuilding of the County's economy. This plan will identify existing assistance programs and provide recommendations on how best they can be used to stabilize and restore the County's economy. Some of these assistance programs include:

- Community Development Block Grant (CDBG) Plan distributed by the U.S. Department of Housing and Urban Development.
- Emergency grants from the Florida Division of Cultural Affairs
- Emergency grants from the National Endowments for the Arts and the Humanities.
- Disaster Unemployment Assistance provided by the U.S. Department of Labor.
- Emergency Farm Loans administered through the United States Department of Agriculture.
- High Impact Performance Incentive Grant from Enterprise Florida, Inc. and the Office of Tourism, Trade, and Economic Development.

Emergency Bridge Loan Program

This Florida Department of Economic Security (DEO) program administered by the FIU Small Business Development Center and the Beacon Council provides short-term loans that can be utilized for a variety of purposes to provide a source of expedient cash flow

to small businesses impacted by a disaster. These short-term, interest-free working capital loans are intended to "bridge the gap" between the time a major catastrophe hits and when a business has secured longer term recovery resources, such as sufficient profits from a revived business, receipt of payments on insurance claims or Federal disaster assistance.

Disaster Grant Programs

RSF Economic following a disaster may work with the State and Federal government, private foundations, banking and other partners in the creation of grant programs. These grants can be used as a supplement to existing State and Federal disaster loan programs.

Economic Market

During the recovery phase, the changes in the economic market and labor pools will begin to emerge though they will not yet be fully realized. Businesses response to this changing market may involve the following actions:

- Expansion and growth of their business model.
- Shut-down of operations temporarily or permanently until conditions are more favorable.
- Relocating operations to unaffected areas often outside of the County.

RSF Economic will assist the private sector partners in meeting the changing economic market. This will include working with State and Federal partners and private sectors partners in providing the following services:

- Providing loans and/or grants to support expansion efforts
- Rental assistance for small businesses
- Disaster employment opportunities
- Employment counseling services
- Job training
- Support recruitment initiatives

Workforce Retention

This RSF will closely monitor and coordinate workforce retention and recruitment efforts. Below are some actions that may be included:

- A searchable database to survey businesses and obtain information in order to provide housing opportunities for the workforce.
- Development of a regulatory authority for "local hiring".
- Establish pre-arranged contracts for most commonly used commodities
- Support workforce transportation needs.

Temporary Employment

RSF Economic will work with the relevant parties to identify or support temporary employment opportunities. This strategy will provide an income to unemployed workers from select business sectors over a limited time period. This provides a

strategy for retaining employees in the County and providing income to furloughed employees.

Supporting Existing Businesses

Businesses in the County that are affected by a disaster may experience loss of customers and suppliers. RSF Economic will work with its partners to assist impacted businesses in identifying alternate suppliers and consumers. For example, an interruption in the food service industry could result in a serious disruption of the County’s agricultural business sector and therefore, assistance provided to this industry will result in the selling of produce whereby keeping people employed.

Tourism Renewal

RSF Economic in collaboration with the GMCVB will begin the coordination and implementation of a host of strategies to revitalize the tourist industry which will include the following:

- Programs that will prioritize tourist attractions and art and cultural facilities in the debris removal, reconstruction, and infrastructure support stages.
- Developing a marketing campaign that provides accurate information on tourist amenities and promote tourist attractions internationally.

5.6 Long-Term Recovery

If the Post-Disaster Redevelopment Plan is activated, RSF Economic will transition to the Economic Redevelopment Technical Advisory Committee (TAC) as illustrated in Table 2. Their mission is to address the County's economic vulnerability in terms of the current economic conditions and ways in which a disaster may impact unemployment, tourism, agribusiness and other industries important to the County.

Table 2. Transition RSFs into TACs

Recovery Plan: Recovery Support Function RSF	PDRP: Technical Advisory Committee TAC
RST Economic	Economic TAC

5.7 Demobilization

As the situation normalizes, and essential services can be restored within the County, the Lead Agency will meet with the support agencies to assess the current situation.

The Recovery Support Function (RSF) will produce a plan that addresses the current status, and describes how day-to-day essential services will be restored to the private sector. This report will encompass the following points:

- Incident assessment
- Resource assessment (supply status)
- Manpower availability

- Communications status
- Operations status

5.8 Resource Management and Logistics

The resource management system should encompass pre-emergency, systematic identification of resource requirements, shortfalls, and inventories. A system that includes procedures that address the identification, location, acquisition, storage, maintenance and testing, timely distribution, and accounting for services and materials.

Resource management objectives shall be established by conducting a periodic gap analysis. Any resource needs and shortfalls should be prioritized and addressed through a variety of initiatives, which include the budget process, executive process, mutual aid agreements, memoranda of understanding, contractual service agreements, or business partnerships and the necessary steps to overcome any shortfalls.

The resource management system should include procedures that address the following:

- (1) Activating those processes prior to and during an emergency
- (2) Dispatching resources prior to and during an emergency
- (3) Deactivating or recalling resources during or after an emergency

Emergency Management maintains an emergency vendor list for obtaining internal and external resources during times of disaster.

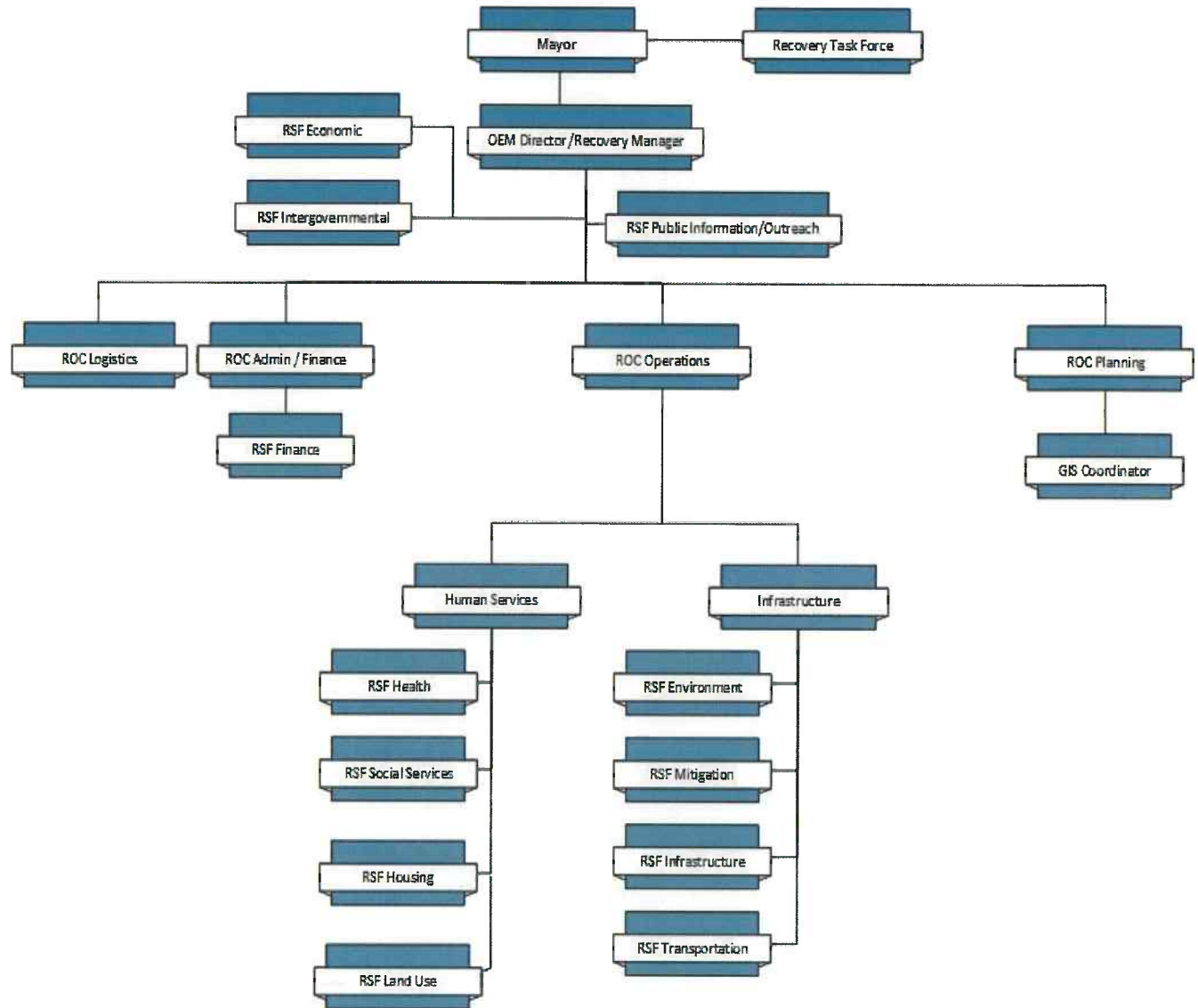
5.9 Financial Management

The County Departments within this RSF have the following responsibilities under the Cost Recovery Guide:

- Provide oversight of all work associated with the repair or restoration of the facility.
- Document all costs and provide sufficient data to develop an accurate scope and cost estimate for doing the work and approving grants.
- Maintain documentation of costs related to the incident; provide accounting, procurement, time recording and cost analysis.
- Identify opportunities and reprioritize budgets to maximize departmental funding streams and support the overall recovery effort as directed by the Recovery Task Force.
- Manage the recovery projects to include those funded under disaster assistance programs.
- Maintaining all records associated with the reimbursement of disaster recovery expenditures.
- Accurately track the status and issues of all recovery projects.
- Providing regular reports to RSF Finance on their cost reimbursement activities.

APPENDICES

Appendix 1: ROC Table of Organization



Appendix 2: List of Acronyms

BCIN	Business Continuity Information Network
CDBG	Community Development Block Grant
CEMP	Comprehensive Emergency Management Plan
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FIU	Florida International University
GMCVB	Greater Miami Convention and Visitor's Bureau
ICS	Incident Command System
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
OEM	Miami-Dade County Office of Emergency Management
PDRP	Post-Disaster Redevelopment Plan
ROC	Recovery Operations Center
RSF	Recovery Support Functions
SBA	Small Business Administration
SBDC	FIU- Small Business Development Center
SOP	Standard Operating Procedure
TAC	Technical Advisory Committee
THIRA	Threat and Hazard Identification and Risk Assessment