Miami-Dade County, Florida Emergency Operations Center (EOC)

ESF 18
Business & Industry
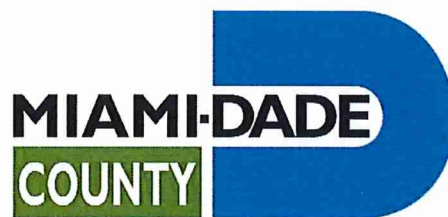
MIAMI-DADE COUNTY

Delivering Excellence Every Day

AUGUST 2018

The Emergency Support Function 18 (Business & Industry) Annex has been approved by Miami-Dade County's Office of Emergency Management (OEM), a Division of Miami-Dade Fire Rescue.

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Frank Rollason
Miami-Dade County Emergency Management Director

8/24/2018
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Date Approved

PLAN SECURITY

The Emergency Support Function 18 annex is not considered a classified document, it does contain sensitive information and its handling and distribution should be controlled and limited, both electronically and in hard copy.

In accordance with Florida Statutes §281.301 and §119.071(3) (a) (1), this document is held by a governmental agency and the information contained within this document is confidential and intended only for the use of those individuals and agencies to which this document is issued.

This document is exempt from disclosure under Florida Statute 119.07(1) and S. 24(a), Article I of the Florida State Constitution.

REVISIONS TO PLAN

This section documents the revisions made to this plan since the last signed approved version dated March 2016.

Page	Location	Change
7	Introduction	Revised Emergency Management Accreditation Program (EMAP) footnote to 4.4.3(22) and 4.6.3.
7	Purpose	Added a bullet that ESF 18 is also responsible for coordinating response and recovery activities with the art and cultural community.
13-14	Roles and Responsibilities	Added the Alliance for Response-South Florida as one of the ESF 18 Liaisons.
15	Response	Added language that the ESF 18 partners conference calls during an activation will be conducted daily on a set schedule.
15	Response	Deleted a reference to the ESF 18 Situation Report.
21	Appendix 3	Added new members to ESF 18.

1 INTRODUCTION

Emergency Support Function (ESF) 18 (Business & Industry) provides and coordinates communication for the Miami-Dade County Public-Private Partnership program that was developed to ensure coordination and communication between Miami-Dade County and our private sector partners.[1] The objective of this program is to share accurate and actionable information with the private sector before, during and after a disaster and to leverage the private sector resources in supporting the county's response and recovery activities. This will be accomplished through the utilization of the different components of the public-private partnership, which are:

- ESF 18
- Recovery Support Function (RSF) Economic
- Alliance for Response (AFR) – South Florida

ESF 18 is responsible for overseeing the exchange of timely information between the private and public sectors during the preparedness and response phases.

1.1 Purpose

The purpose of this annex is to facilitate the sharing of information and resources between the public and private sectors of the county. Preparedness and response assistance is accomplished by the following activities:

- Define preparedness activities that will enhance the effectiveness of response measures.
- Provide information and training to the business community.
- Define roles and responsibilities for Office of Emergency Management (OEM), the corporate partners and networking organizations in preparing for and responding to an emergency and/or disaster.
- Identify resources available for the public and private sector partners.
- Coordinate information sharing on the status of critical infrastructure especially in terms of gas stations and fuel availability
- Facilitate communication of specific business and industry sector status or ability to return to normal operation post event.
- Coordinate response and recovery assistance to the art and cultural community.
- Coordinate with ESF 18 partner agencies to collect damage assessment information and the need for State and Federal business assistance.
- Establish a mechanism to determine the availability of the private sector to provide needed resources locally after an event.[2]

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[1] EMAP 2016 Standard 4.4.3(22)

1.2   Scope

The scope of this program is information sharing with the goal of building a resilient community in Miami-Dade County during and following an emergency or disaster event. Part of developing a resilient business community is to ensure that the county provides timely information to the private sector prior to, during, and following a disaster event so that they are equipped with the information necessary to make appropriate business decisions. The information shared will include pre-disaster preparedness information to enhance the emergency management and business continuity planning of businesses. Additionally, during a response to a hazard impacting the county, businesses will be able to share information about the status of a particular business entity or the general devastation in the community in which the business is located.

> *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 an instructional manual for those involved in the preparedness, response or recovery phase of an incident or disaster.
- To serve as a foundation from which to make sound business related decisions.
- To serve as a guidebook for the ESF 18 partners, responsible for facilitating the information exchange within the network.
- To list partnering organizations or institutions that provides services to businesses in the areas of private sector emergency planning.

This annex is divided into six main sections: Introduction, Authority & References, Annex Maintenance, Situation & Assumptions, Concept of Operations and Appendices. The Concept of Operations section outlines roles and responsibilities of the lead agency and support agencies, the preparation processes, alert and notification, response, and recovery stages of an emergency activation as related to ESF 18. The Appendices provides supporting information for this plan.

1.4   Distribution

The OEM Whole Community Recovery Planner is responsible for coordinating this program while the Emergency Operations Center (EOC) Infrastructure Branch Director will be responsible for coordinating the information flow during an incident through the ESF 18 Liaison. This document is intended to be read by all participating organizations

and therefore will be available electronically to all participants. The following will be provided electronic copies:

- EOC Operations Section Chief
- ESF 18 EOC Liaisons
- EOC Infrastructure Branch Director
- EOC Public Information Officer
- Alliance for Response-South Florida Members
- Public-Private Partnership Networking Organizations and Corporate Partners

2   AUTHORITY & REFERENCES

- The Miami-Dade County Comprehensive Emergency Management Plan (CEMP)
- Code of Miami-Dade County Chapter 8(b), as amended by Chapter 1
- Chapters 119, 252 and 281 of the Florida State Statutes
- Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) as amended
- Title 44 of the Code of Federal Regulations
- State of Florida Comprehensive Emergency Management Plan, ESF 18 Appendix
- ESF 18 EOC Liaison Operations Guide
- State of Florida ESF 18 Business, Industry and Economic Stabilization

3   ANNEX MAINTENANCE

This annex is a living document requiring constant review and update. Revisions to the base document will be made on an as needed basis. However, a formal, for distribution, revision will be made on a biennial basis no later than March 31. Changes in operational capabilities, modernization of equipment, or modifications should be incorporated in the revisions to this Annex by the OEM Whole Community Recovery Planner. This annex serves as a chapter in Volume II of the Miami-Dade CEMP.

3.1   Revocation:

Any and all parts of previous Standard Operating Procedures, Rules and Regulations, Operations Memos or Administrative Orders in conflict with this Policy and Procedure are revoked.

3.2   Revision:

This version revises prior annex was dated March 2016.

4   SITUATION & ASSUMPTIONS

4.1   Situation

The hazards and vulnerabilities of the county are identified in the Threat and Hazard Identification and Risk Assessment which was last updated in 2015. Below is a brief summary of the issues relevant to ESF 18:

- The four most rapidly growing industries in Miami-Dade are accommodations & food service, retail trade, health care & social assistance, and transportation and warehousing. [3]
- The two significant external generators of economic activity in Miami-Dade County are international trade and tourism.[4]
- The top private sector employers of the county include: University of Miami, Baptist Health and American Airlines.[5]
- According to the Institute for Business and Home Safety, an estimated 25 percent of businesses do not reopen following a major disaster.[6]
- Small businesses are often hardest hit due to limited resources and lack of insurance.

4.2   Assumptions

- Unanticipated consequences of the incident may require the county to develop new programs and/or procedures and provide additional resources without extensive pre-planning.
- There will be competition among organizations 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.
- It is assumed that some businesses may sustain substantial damage or destruction while others may sustain minimal or no destruction.
- There will be areas in which a law enforcement perimeter will be established to limit access to the area.
- Business and industry owners or representatives will want to assess the damage to their businesses as soon as feasible.

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[3] 2015 Threat and Hazard Identification and Risk Assessment
[4] 2015 Threat and Hazard Identification and Risk Assessment
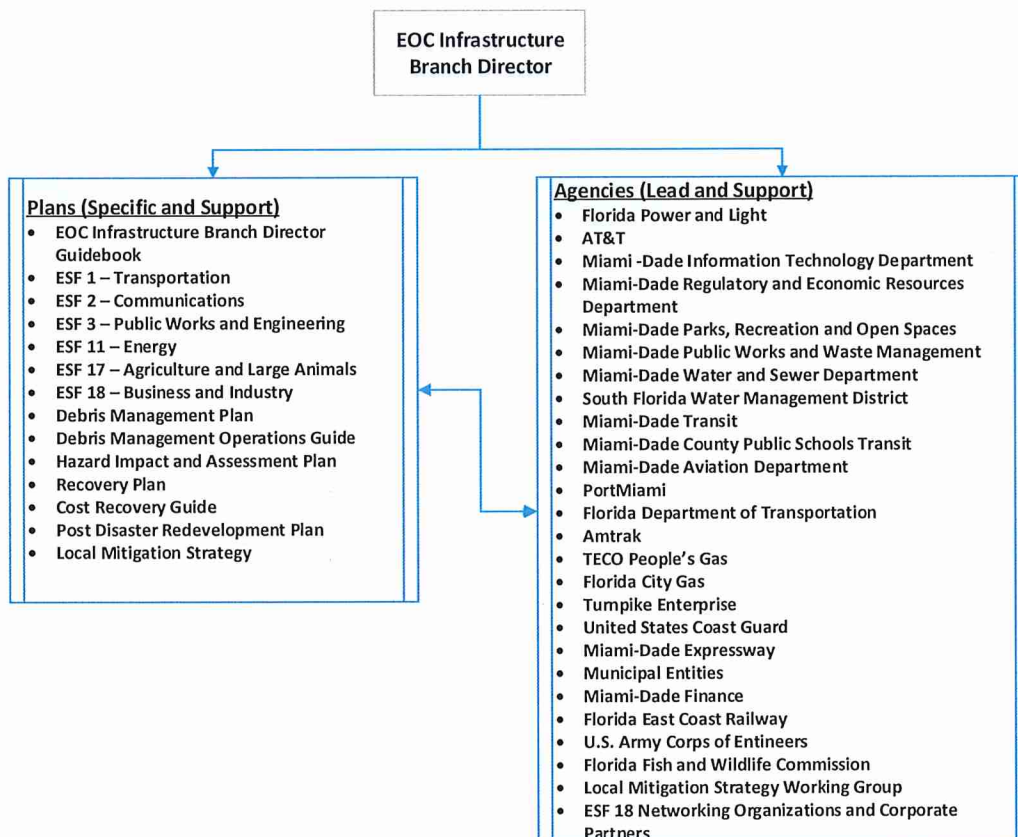[5] Miami-Dade Beacon Council website
[6] Small Business Administration website

5   CONCEPT OF OPERATIONS

5.1   Direction & Control

During an incident the Miami-Dade County EOC's response to, and recovery from, a disaster is carried out through the organizational structure depicted in *Appendix 1*. The plans identified in Figure 1, are the primary responsibility of the EOC Infrastructure Branch and will be implemented and supported by the lead and support agencies identified within each plan.   ESF 18 is a function of the EOC Infrastructure Branch and falls under the supervision of the EOC Infrastructure Branch Director. Therefore, the EOC Infrastructure Branch Director will provide the general guidance for ESF 18 during activations.   The support agencies of ESF 18 consists of County Departments, non-profit organizations, corporate partners and networking organizations.   Corporate partners are individual companies operating within the county, these members range in size and the type of services they provide.   The networking organizations are groups within the county that represent different business sectors.   Examples include the chambers of commerce, business development centers, economic development agencies, etc. A complete list of the ESF 18 partners is available in *Appendix 3*.

Figure 1. EOC Infrastructure Branch Plans and Agencies


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                    ┌──────────────────────┐
                    │  EOC Infrastructure  │
                    │   Branch Director     │
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Plans (Specific and Support)
- EOC Infrastructure Branch Director Guidebook
- ESF 1 – Transportation
- ESF 2 – Communications
- ESF 3 – Public Works and Engineering
- ESF 11 – Energy
- ESF 17 – Agriculture and Large Animals
- ESF 18 – Business and Industry
- Debris Management Plan
- Debris Management Operations Guide
- Hazard Impact and Assessment Plan
- Recovery Plan
- Cost Recovery Guide
- Post Disaster Redevelopment Plan
- Local Mitigation Strategy

Agencies (Lead and Support)
- Florida Power and Light
- AT&T
- Miami -Dade Information Technology Department
- Miami-Dade Regulatory and Economic Resources Department
- Miami-Dade Parks, Recreation and Open Spaces
- Miami-Dade Public Works and Waste Management
- Miami-Dade Water and Sewer Department
- South Florida Water Management District
- Miami-Dade Transit
- Miami-Dade County Public Schools Transit
- Miami-Dade Aviation Department
- PortMiami
- Florida Department of Transportation
- Amtrak
- TECO People's Gas
- Florida City Gas
- Turnpike Enterprise
- United States Coast Guard
- Miami-Dade Expressway
- Municipal Entities
- Miami-Dade Finance
- Florida East Coast Railway
- U.S. Army Corps of Entineers
- Florida Fish and Wildlife Commission
- Local Mitigation Strategy Working Group
- ESF 18 Networking Organizations and Corporate Partners

5.2 Roles and Responsibilities

Lead Agency

Miami-Dade County Office of Emergency Management
- OEM sets the priorities and determines the course of action for the public-private partnership program year-round.
- Responsible for plan development and maintenance.
- Maintains distribution list of agencies who are a part of ESF 18.
- Update gas stations and grocery stores that have fixed generators or transfer switches on an annual basis.
- Conducts outreach and recruitment of private partners.
- Conducts training and exercises to ensure partner agencies are familiar with WebEOC, Business Continuity Information Network (BCIN) and overall operations.
- Responsible for the day-to-day implementation, coordination and information sharing of ESF 18.
- Coordinate with ESF 8 (Health and Medical) on matters pertaining to emergency prescriptions refills as directed in the ESF 18 EOC Liaison Operations Guide.
- Attend the State's Public-Private Partnership Summit annually.
- Maintain and update the ESF 18 e-mail distribution list annually.
- Prepare and maintain the ESF 18 partner contact list that is used by the ESF 18 Liaison during EOC positions.
- Staff the EOC Infrastructure Branch Director position with oversees the ESF 18 Liaison position.

Support Agencies

Internal Services Department, Small Business Development Division
- Provides personnel to staff the ESF 18 Liaison position during activations. This position has the following responsibilities:
  - Coordinate activities with the EOC Infrastructure Branch Director.
  - Serve as the representative and advocate of the private sector in the EOC.
  - Compile a daily ESF 18 situation report and distribute it to the ESF 18 partners.
  - Conduct daily conference calls with the ESF 18 corporate and networking partners.
  - Update WebEOC Boards as needed throughout the activation.
  - Update the Business Continuity Information Network (BCIN) with relevant information.
- Assists OEM in reaching out and involving the small business community in ESF 18.

Florida International University (FIU)

- Provides personnel to staff the ESF 18 Liaison position during activations. This position has the following responsibilities:
  o Coordinate activities with the EOC Infrastructure Branch Director.
  o Serve as the representative and advocate of the private sector in the EOC.
  o Compile a daily ESF 18 situation report and distribute it to the ESF 18 partners.
  o Conduct daily conference calls with the ESF 18 corporate and networking partners.
  o Update WebEOC Boards as needed throughout the activation.
  o Update the Business Continuity Information Network (BCIN) with relevant information.
- Maintain BCIN and assist in the annual training

FIU-Small Business Development Center (SBDC)

- Provides personnel to staff the ESF 18 Liaison position during activations. This position has the following responsibilities:
  o Coordinate activities with the EOC Infrastructure Branch Director.
  o Serve as the representative and advocate of the private sector in the EOC.
  o Compile a daily ESF 18 situation report and distribute it to the ESF 18 partners.
  o Conduct daily conference calls with the ESF 18 corporate and networking partners.
  o Update WebEOC Boards as needed throughout the activation.
  o Update the Business Continuity Information Network (BCIN) with relevant information.
- Works in concert with the Beacon Council to share information and involve small or disadvantaged businesses in ESF 18.

Alliance for Response (AFR) – South Florida

- Provides personnel to staff the ESF 18 Liaison position during activations. This position has the following responsibilities:
  o Coordinate activities with the EOC Infrastructure Branch Director.
  o Serve as the representative and advocate of the private sector in the EOC.
  o Compile a daily ESF 18 situation report and distribute it to the ESF 18 partners.
  o Conduct daily conference calls with the ESF 18 corporate and networking partners.
  o Update WebEOC Boards as needed throughout the activation.
  o Update the Business Continuity Information Network (BCIN) with relevant information.
- Gather pertinent information for dissemination to the AFR members.
- Coordinate with State and National partners on the availability of financial and technical assistance to the art and cultural community.
- Coordinate the deployment of State and National teams (National Heritage Responders, etc.).

- Support the deployment of the South Florida Heritage Response Team.

Corporate Partners and Networking Organizations

- Participate in business preparedness seminars, awareness programs, disaster preparedness training, and exercises.
- Maintain the relevant reports in BCIN and WebEOC.
- Provide an annual listing of stores and facilities to OEM that have generator transfer switches or fixed generators that can provide power to the facility post-disaster.
- Support ESF 18 in providing resource support in meeting mission needs and requirements.
- Assist in the collection and compilation of business community data for use by all EOC Sections, liaisons and other partners that may be included into EOC briefings and Incident Action Plans as appropriate during activations.
- Utilize each support agencies communications networks already developed (membership groups, etc.) to enhance the sharing of information to and from the business community.

5.2   Preparation

While many of the elements of this program focus on the response and recovery phases of a disaster, planning, and preparedness are critical to the success of this collaboration. The Public-Private Partnership members meet regularly to discuss issues such as lessons-learned, best practices, program development, information sharing, etc. Other activities that occur during this phase of emergency management include:

- Training: FEMA Independent Study Courses 100, 200, 660, 662, 700, 775 & 800
- Design and participation in appropriate exercises
- BCIN access development and partner training

5.3   Alert & Notification

The EOC Infrastructure Branch Director will inform the ESF 18 partner agencies of the emergency and any decisions regarding the EOC level of activation. The EOC has three activation levels: Level 3 (Monitoring), Level 2 (Partial) and Level 1 (Full). The EOC level of activation dictates the degree of staffing required in the EOC. For example, during the monitoring phase of an emergency, the EOC may not invite external staff to prepare for a response. However, as an incident develops and the need for support staff is evident, the EOC will upgrade to a partial or full activation to appropriately meet the demand of the incident. The ESF 18 EOC Liaison may be activated, as necessary, during the monitoring phase of an incident to disseminate information within the network. Notification to partners will be made using the telephone and Outlook notification groups.

5.4   Response

Response includes any measures that are taken in advance of, during, or immediately following an event to help protect and save lives and minimize and respond to the impact

to the private sector. The actions taken by ESF 18 Liaison in the EOC are documented in the ESF 18 Liaison Operations Guide. Generally, ESF 18 and their partners will perform the response functions listed below:

- Implement protective measures for their facilities/infrastructure.
- Activate command centers and/or send personnel to the EOC to support ESF 18 functions
- Notify the EOC of any potential or anticipated problems or areas of concern.
- Review team rosters to ensure continuity of operation.

Situational Awareness

- Coordinate with ESF 14 (Public Information) to disseminate information to the public concerning private sector resumption and availability of services and products.
- The ESF 18 EOC Liaison will facilitate conference calls with the corporate partners and networking organizations throughout the EOC activation on a set daily schedule to solicit information, resources and donations.
- The ESF 18 EOC Liaison will distribute the EOC Situation Report to the ESF 18 partners on a regular basis. This report contains the following types of information:
  - o Pre-Disaster: Airport and marine passenger and freight status; drawbridge lockdowns, school closures; evacuations and shelter information and status of public transportation systems.
  - o Post-Disaster: Issuances of emergency declarations; damage to critical infrastructure and buildings; status of debris clearance, airline and marine traffic; hazard specific threats; causalities; security situation; resumption of county services and curfews and re-entry.

Grocery Stores and Pharmacies

- The ESF 18 EOC Liaisons will update and maintain the WebEOC Grocery and Drug Stores board in cooperation with the relevant ESF 18 partners.
- Coordinate with the grocery stores and pharmacies on the reopening of their stores and resumption of their supply chains.

Commercial Fuel Availability

- Coordinate with State partners on the availability of fuel shipments to South Florida.
- The ESF 18 Liaison will utilize open source tools (i.e. GasBuddy) to determine the available of gasoline.

Art and Cultural Community Coordination

- Coordinate the collection of damage assessment from the art and cultural institutions in the County.
- Share available resources and financial assistance with AFR members.

- Coordinate the deployment of regional Heritage Response Teams and National teams (Smithsonian Cultural Rescue Initiative, National Heritage Responders, etc).

Business Damage Assessments

- Facilitate through the ESF 18 partners' impact assessments following the disaster to determine level of damages to the private sector.

State and Federal Assistance

- To prevent businesses from being forced to close following a disaster ESF 18 will work with Federal and State partners on providing financial support. This type of support includes:
  - Disaster Loan Programs (SBA Disaster Loans, Florida Emergency Bridge Loans, etc).
  - Economic Development Administration Disaster Grants
  - Community Development Grant Program
  - Hazard Mitigation Grant Program

5.5 Recovery

Depending upon the nature of the incident, the coordinated functions provided by ESF 18 may need to continue beyond the response phase. This may require additional agencies or different personnel from within agencies to continue ongoing efforts into the recovery process. The transition of ESFs to Recovery Support Functions from response into short-term recovery is addressed in the Recovery Plan. Long-term recovery and redevelopment are addressed in the Post Disaster Redevelopment Plan (PDRP) through Technical Advisory Committees. Table 1 illustrates the transition of this ESF.

Table 1. Transition of ESFs into Recovery Structures

CEMP: Emergency Support Function	Recovery Plan: Recovery Support Function	PDRP: Technical Advisory Committee (TAC)
ESF 18 (Business & Industry)	Recovery Support Function Economic	Economic TAC

RSF Economic will coordinate economic development, tourism, small business, and engage with other industry leadership. The goal is to develop strategies to prioritize and implement economic redevelopment and long-term recovery. The lead agency for RSF Economic is the Office of Emergency Management. If the Post-Disaster Redevelopment Plan is activated RSF Economic will transition to the Economic Redevelopment TAC. 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.

5.6   Demobilization

As the situation normalizes, and services can be restored within the county, the ESF 18 EOC Liaison will meet with the networking organizations and corporate partners to assess the current situation.

If needed, ESF 18 will produce a plan that addresses the current status, and describes how day-to-day services will be restored to the community. This plan will encompass the following points:
- Incident assessment
- Resource assessment (supply status)
- Manpower availability
- Communications status
- Operations status

This plan will be coordinated and prepared by the networking organizations and corporate partners and presented to the ESF 18 EOC Liaison. The ESF 18 EOC Liaison will be responsible for compiling information into this plan. This plan can be used by RSF Economic to determine the needs of the private sector and then take the appropriate actions.

5.7   Resource Management and Logistics

The support agencies of this annex have their own resource management system which encompasses 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

The resources management system for ESF 18 support agencies is maintained in BCIN. This system is discussed in greater detail in the *ESF 18 EOC Liaison Operations Guide*. This system allows the partners to share and purchase resources from the primary and

support agencies. The support agencies and OEM maintains an emergency vendor list for obtaining internal and external resources during times of disaster.

APPENDICES

Appendix 1: EOC Table of Organization

December 2017
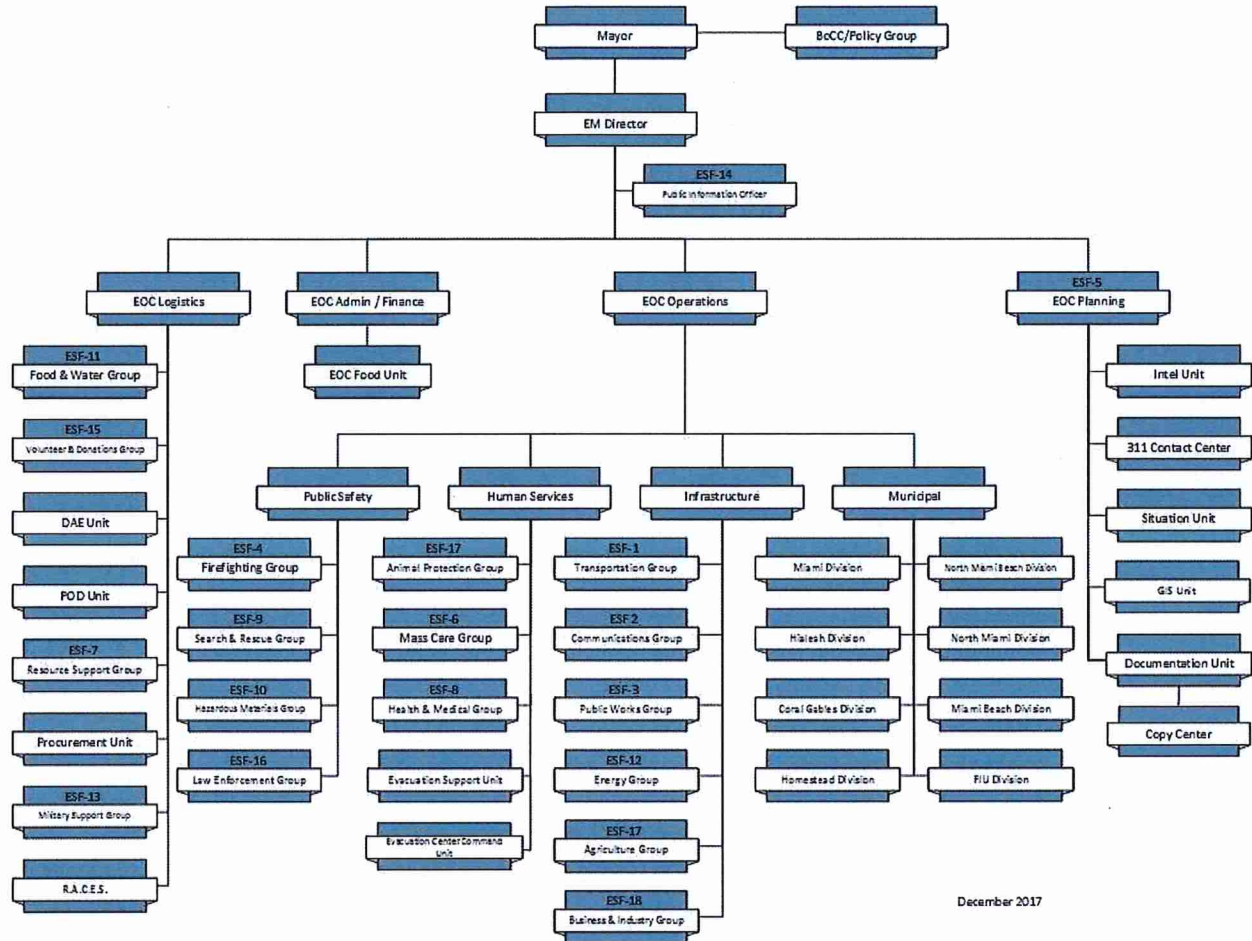
Appendix 2:   ESF 18 Partners Checklist

Phase	Activities
Preparedness	
	Complete the following FEMA Independent Study courses: 100, 200, 660, 662, 700, 775 & 800.
	Participate in appropriate training and exercises.
	Develop emergency management and business continuity plans.
	Work with the EOC Infrastructure Branch Director to update the ESF 18 Annex.
	Collaborate with other Public-Private Partnership partners.
	Develop personal plans for employees for an emergency.
	Secure critical facilities if possible before a disaster.
Response	
	Alert and notify appropriate staff of disaster occurrence or of impending emergency.
	Provide regular updates to staff, vendors and partners on your operations and capabilities.
	Report on the status of private sector entities via WebEOC and/or BCIN.
	Participate in ESF 18 conference call throughout the response.
	Collaborate with other public and private sector partners to exchange appropriate information.
Recovery	
	Provide input on the types of assistance that is needed by the private sector.
	Continue to collaborate with the EOC and other private sector partners to exchange appropriate information.
	Reopen business operations and facilities.
	Continue to respond to resource requests as necessary.

Appendix 3: Members of the 2018 Public-Private Partnership Program

Corporate Partners:

- Aldi
- BJ's Wholesale Club
- Costco Wholesale
- CVS Caremark
- Home Depot
- Publix Super Markets
- Sedano's Management Inc.
- Target
- Walgreens
- Walmart
- Winn Dixie
- Lowes
- Macy's
- Bank of America
- Citi Bank
- EverBank
- First Bank
- J.P. Morgan Chase
- Mercantil Bank
- Northern Trust Bank
- Ocean Bank
- Tropical Financial Credit Union
- Citigroup
- Banco Sabadell Bank
- Allstate Insurance Company
- Assurant
- Florida Blue Insurance
- Insurance Information Institute
- Amadeus North America
- Latin American Insurance Association
- National Council on Compensation Insurance
- Americas Transportation
- APAX

- Berkowitz Pollack Brant
- Carnival Cruise Lines
- Computer Science Corp
- CPM Services
- Crowley Logistics Inc.
- DXC Technology
- FirstService Residential
- Gradient Data Solutions
- Hampton Inn & Suites Miami Midtown
- Heat Group/American Airlines Arena
- IBM
- Ingersoll Rand – Florida Trane
- Lennar Corporation
- Neighbors 4 Neighbors
- Optimization Pros
- Panalpina Inc.
- Ryder System, Inc.
- Seafreight Agencies
- Starwood Property Trust
- The Related Group
- Tracfone
- Tropical Shipping
- Tyco Corporation
- Uber
- Ultimate Software Group
- United Parcel Services
- Univision Communications
- URS
- US Postal Service
- Vanguard Logistics Services
- VISA
- MBDA Export Center

Networking Organizations:

- Arts & Business Council of Miami
- Aventura Marketing Council
- Beacon Council
- Career Source South Florida
- Chamber South
- FBI Infraguard
- Federal Reserve, Miami Branch
- FIU Small Business Development Center
- Greater Miami Chamber of Commerce
- Miami Downtown Development Authority
- Miami River Marine Group
- Miami-Dade Gay and Lesbian Chamber of Commerce
- Small Business Administration, Miami District
- Miami-Dade Small Business Development Division
- Minority Business Development Agency
- Minority Chamber of Commerce

Alliance for Response-South Florida Member Institutions and Organizations:

- Art Care Conservation
- Art Conservators Lab
- Bass Art Museum
- Bonnet House
- Deering Estate
- Florida International University Library
- Florida Connecting to Collection
- Frost Art Museum
- Frost Science Museum
- Historic Homestead Town Hall Museum
- Historic Stranahan House Museum
- History Miami
- Jewish Museum of Florida
- Miami-Dade Department of Cultural Affairs
- Miami Seaquarium
- National Young Arts Foundation
- New World Symphony
- Perez Art Museum Miami
- Rosa Lowinger and Associates
- University of Miami
- Vizcaya Museum and Gardens
- Wolfsonian
- Zoo Miami
- Miami-Dade College Cultural Affairs

Appendix 4:   List of Acronyms

AFR   Alliance for Response
BCIN   Business Continuity Information Network
CEMP   Comprehensive Emergency Management Plan
DAE   Disaster Assistance Employees
DDA   Miami Downtown Development Authority
EMAP   Emergency Management Accreditation Program
EOC   Emergency Operations Center
ESF   Emergency Support Function
FIU   Florida International University
OEM   Miami-Dade County Office of Emergency Management
PDRP   Post Disaster Redevelopment Plan
RSF   Recovery Support Function
SBA   Small Business Administration
SBDC   Small Business Development Center
SOP   Standard Operating Procedure
TAC   Technical Advisory Committee