

CONTINUITY OF OPERATIONS PLAN (COOP)



June 30, 2004

Revised May 2013

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FOREWORD

The State of Florida Department of Children & Families and Community Partnership for Children (CPC) are vulnerable to a variety of hazards that threaten its citizens, communities, and the environment. The *Comprehensive Emergency Management Plan* (CEMP) establishes the framework to ensure that the caregivers will be sufficiently prepared to manage all hazards. The *CEMP* outlines the roles and responsibilities of the state agencies, special districts, and local governments before, during, and after an event. The *CEMP* addresses the four phases of emergency management – preparedness, response, recovery, and mitigation.

The Continuity of Operations Plan planning is simply a “good business practice” – part of the fundamental mission of all government agencies as responsible and reliable public institutions. The release of the Executive Order 01-262 on September 11, 2001 re-enforced the government agencies’ and their contract provider’s requirement to prepare disaster preparedness plans under § 252.365, Florida Statutes, through their designated Emergency Coordination Officers. Prior to the unprecedented attacks on the United States of America on September 11, 2001, Continuity of Operations Plan was an individual agency responsibility primarily in response to an emergency within their own organization. The content and structure of these plans were left to the discretion of each agency.

The changing threat paradigm and recent emergencies, including localized acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have shifted awareness to the need for viable Continuity of Operations Plan capabilities that enable agencies to continue their essential functions across a broad spectrum of emergencies. Also, the potential for terrorist use of weapons of mass destruction/disruption has emphasized the need to provide the Governor of Florida a capability that ensures continuity of essential government functions across the Florida Executive Branch.

SECTION I: INTRODUCTION

I-1 Purpose: The purpose of this plan is to provide for continuance of services and control in the event of a major disruption of normal operations due to an emergency event. This plan is valid at the executive, operational and contractual levels of Community Partnership for Children (CPC).

Specifically, this plan is designed to:

- a. Ensure that CPC is prepared to respond to emergencies, recover from them, and militate against their impacts.
- b. Ensure that CPC is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.
- c. Establish and enact time-phased implementation procedures to activate various components of the plan to provide sufficient operational capabilities relative to the event or threat thereof.

I-2 Applicability and Scope

This plan is applicable in the event of notification from the CEO or Executive Management based on the scope and impact of the emergency event. The scope of this plan is organization wide and applies to all facilities and services contained within CPC'S scope of operations.

I-3 Authorities

- a. Sections 252.35 (2) (k), 252.35 (2) (n), Florida Statutes.
- b. Executive Order 80-29 (Disaster Preparedness), District Dated April 14, 1980.
- c. Executive Order 01-262 (Emergency Management), dated September 11, 2001.

I-4 References

- a. Sections 22.01 – 23.127, Florida Statutes (Emergency Continuity of Government).
- b. Sections 252.31 –252.62, Florida Statutes (Emergency Management Act).

I-5 Policy

- a. CPC's CEO will maintain and identify CPC'S mission essential functions and the staff to support them.
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- b. The CEO will prepare supplemental plans specifically addressing operations in an emergency that would require a full or partial relocation of one or more of CPC's Offices.
- c. The CPC Emergency Coordinator is responsible for the annual review and update of this plan.
- d. The CPC Emergency Coordinator is responsible for scheduling and conducting periodic tests, training, and exercises relating to the viability and execution of CPC's Continuity of Operations Plan.

SECTION II: CONCEPT OF OPERATIONS (CONOP)

II-1 Objectives:

The objective of this COOP Plan is to ensure that a viable capability exists to continue essential CPC functions across a wide range of potential emergencies, specifically when a facility is either threatened or inaccessible.

This document will provide for orderly transfer of power and authority to lower echelons of command when operations have been disrupted due to natural or man made emergencies.

- a. Ensure the continuous performance of the CPC's essential functions/operations during and after an emergency event;
- b. Protect facilities, equipment, records, and other assets;
- c. Reduce or mitigate disruptions to operations;
- d. Provide for a time-phased implementation of partial or full execution of this Plan to mitigate the effects of the emergency and shorten the crisis response time;
- e. Identify and designate principals and support staff to be relocated;
- f. Facilitate decision-making for execution of this Plan and the subsequent conduct of operations; and,
- g. Achieve a timely and orderly recovery from the emergency and resumption of full service to all clients.

II-2 Planning Considerations and Assumptions

In accordance with Federal guidance and emergency management principles, a viable COOP capability:

- Must be maintained at a high-level of readiness;
- Must be capable of implementation both with and without warning;
- Must be operational no later than three hours after activation;
- Must maintain sustained operations for up to 30 days; and,
- Should take maximum advantage of existing State or Federal and local government infrastructures.

Additionally the planning assumptions of this plan include:

1. That contact has been lost with higher authority due to the emergency event in question;
2. That CPC will be unable to restore communications within a relatively short period of time;
3. That management personnel at lower levels will be left in command of the facility or program until such time as normal communications and/or operations can be restored;
or
4. That local management and facilities are operational but out of touch with their superiors.

The following assumptions were used as a basis of design for this Plan's concept of operations and implementation procedures:

- a. An emergency condition may require the immediate activation of the Emergency Response Team (ERT) and the relocation of select personnel to a designated Alternate Relocation Point (ARP).
- b. The ARP for the ERT will be determined by the CEO or their designee at the time of activation, and will be based on the incident or threat thereof, risks assessments, and execution timeframe.
- c. ERT operations will be devolved to a CPC Transition Team if necessary and at the discretion of the CEO. This team will be pre-identified by the CEO and be under the direction and control of the CEO's designee on an interim basis until resumption of full operations can be established at an ARP.
- d. Mobile communications capabilities will be used in the interim to ensure direction and control of the COOP activation and relocation by the CEO and the relocation group until interoperable communications can be re-established at an assembly site or ARP.

Following the declaration of an emergency or crisis requiring relocation, non-essential ongoing routine activities in the CPC's Daytona Beach Office (CPC HQ) may be discontinued, if necessary.

II-3 Continuity of Operations Plan (COOP) Execution

The scenarios under which the COOP would be executed include but are not limited to;

1. The isolation of a facility of CPC from CPC Headquarters due to loss of communications or loss of the facilities in Daytona Beach, Florida;
2. The isolation of a county or facility from CPC Headquarters due to loss of communications or loss of the facilities in Daytona Beach, Florida;

3. The isolation of a county or facility due to a biological or chemical attack whereby the county or facility is in a condition of quarantine.
 - a. Emergencies, or potential emergencies, may affect the ability of the CPC to perform its mission essential functions from the CPC Headquarters. The following are scenarios that could mandate the activation of the CPC COOP.
 - CPC HQ is closed to normal business activities as a result of an event (whether or not originating in the CPC HQ) or credible threats of action that would preclude access or use of the CPC HQ and the surrounding area.
 - The Daytona Beach, Florida metropolitan area is closed to normal business activities as a result of a widespread utility failure, natural disaster, and significant hazardous material incident, and civil disturbance, terrorist or military attack. Under this scenario there could be uncertainty regarding whether additional events such as secondary explosions, after shocks, or cascading utility failures could occur, and many - if not all - State agencies will have to activate their COOP.
 - b. In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate the Daytona Beach, Florida area as a precaution, the CEO in consultation with senior staff, will direct the Executive Management Team to activate the CPC COOP. The Alternate CPC HQ Site (AdHq), Deland, Florida will be activated, if necessary and at the discretion of the CEO, will continue the CPC mission essential functions from that location under the direction and control of the ERT until the resumption of full operations is re-established at an assembly site or ARP.
 - c. The ERT will consist of CPC employees. This team will be composed of selected members from various program and administrative personnel and will either relocate temporarily to the ARP, if necessary, or operate remotely from an assembly site in the Deland vicinity. The ERT will be responsible to continue mission essential functions of the CPC within six hours and for a period up to seven days pending regaining access to the CPC HQ or the occupation of an ARP determined by the situational circumstances in the CPC vicinity.
 - d. The ARP will be a designated fixed site, determined by the event or threat that will accommodate the ERT. If the CPC HQ is inaccessible and no threat exists in the CPC vicinity, the primary in-town Alternate Point option is the facility. If the CPC HQ is inaccessible and a threat exists in the CPC's vicinity, the ARP will be selected by the CEO based on situational circumstances.
 - e. Such incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the CPC COOP will be executed in response to a full-range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures.
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- f. It is expected that, in most cases, the CPC will receive a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable the partial, limited, or full activation of the CPC COOP, with a complete and orderly alert, notification of all personnel, and activation of the ERT Level I.
- g. Without warning, the process becomes less routine, and potentially more serious and difficult. The ability to execute the CPC COOP following an incident that occurs with little or no warning will depend on the severity of the incident's impact on the physical facilities, and whether CPC personnel are present in the CPC HQ or in the surrounding area. The Emergency Coordinator would assume operational direction and control of CPC functions for the circuit under this worst-case scenario.
- h. Positive personnel accountability throughout all phases of emergencies, to include COOP, is of utmost concern, especially if the emergency occurs without warning, during duty hours. CPC HQ Building Evacuation Plans and Program/Office COOP Implementation Plans should provide for such accountability.

II-4 Time-Phased Implementation

The purpose of a Time-Phased Implementation is to maximize the preservation of life and property in the event of any natural or man-made disaster or threat thereof, by making the best use of available personnel, equipment, facilities, and other resources. This Plan is designed to provide a flexible response in all-hazards environment. The degree to which this plan is implemented depends on the type and magnitude of the event or threat. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty at the CPC HQ or off-duty at home or elsewhere, and possibly, the extent of damage to the CPC HQ and its occupants. The Disaster Magnitude Classification definitions will be used to determine the execution level of the CPC COOP. These levels of disaster are defined as:

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

The Emergency Coordinator must notify the CEO and the DCF Region Emergency Coordinator that a need exists to activate Phase I (see section IV) of the plan within 2 hours of initial notification.

1. The CEO in conjunction with appropriate Executive Management staff and the Emergency Coordinator will then decide how much or how little of the COOP needs to be initiated as a result of the event in progress.
2. If a full implementation is indicated and evacuation of the CPC headquarters is imminent, the advance team consisting of the Emergency Coordinator, the Chief Operating Officer, the Human Resources Manager and other staff as determined by the Emergency Coordinator will move to the alternate site at Deland to set up the EOC and get all preparations completed for staffing.
3. If a full implementation is indicated and evacuation of headquarters is not imminent, the advance team will make all preparations for opening the EOC at the CPC HQ and prepare for staffing of said EOC by the command team.

If the ERT was not activated prior to the situation or event requiring the execution of the CPC COOP Plan, and a COOP situation arises forcing the relocation of the CPC HQ, the ERT LEVEL III will be activated (CPC employees only) and resume operations at the pre-identified ARP.

II-5 CPC Key Staff: The key staff of the COOP Plan is defined as the CPC Executive Management Team.

II-6 Alternate Relocation Points: Alternate facilities for the circuit are defined in the emergency plan and are as follows:

- 1st Alternative – 210 N. Palmetto, Daytona Beach, FL 32114
- 2nd Alternative – 138 W. New York Ave., Deland, FL 32720
- 3rd Alternative – 1910 Reid Street, Palatka, FL 32177

II-7 Mission Essential Functions: It is important to establish priorities prior to an emergency to ensure that the relocated staff can complete the CPC mission essential functions. All Directors, POA's, Supervisors and Managers shall ensure that their essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed essential must be deferred until additional personnel and resources become available. (See Annex C for a listing of detailed mission essential functions.)

II-8 Delineation of Mission Essential Functions:

If the CPC COOP Plan cannot be implemented for any reason, the provider functions will revert to the Northeast Region Office of the Department of Children and Families who will then determine which State agency or other organization will perform this critical mission for Northeast Florida. The following delineation structure is provided for guidance to the EOG staff to support the Governor's decision-making process in the event that this catastrophic scenario arises.

- a. If the CPC COOP Plan cannot be implemented for any reason by the Northeast Florida Region Office of the Department of Children and Families staff, then Circuit 3/8 Department of Children and Families will assume responsibility for ensuring the

continuous performance of CPC mission essential functions in Volusia, Flagler and Putnam Counties.

II-9 Warning Conditions

- a. With Warning. It is expected that, in most cases, CPC will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of this Plan with a complete and orderly alert, notification, and activation of the ERT, and deployment of the A-Team to a pre-identified ARP.
- b. Without Warning. The ability to execute this Plan following an event that occurs with little or no warning will depend on the severity of the emergency and the number of CPC personnel that survive. If activation of the ERT and the RG deployment is not feasible because of the loss of personnel, temporary leadership of the CPC will be passed to the designated Deland staff as explained in subparagraph II-9 above.
 - (1) Non-Duty Hours. Although the CPC HQ may be rendered inoperable, it is likely that the majority of CPC staff could be alerted and activated to support operations for the duration of the emergency.
 - (2) Duty Hours. If possible, this Plan will be activated and available members of the ERT will be deployed to support operations for the duration of the emergency.

II-10 Direction and Control

- a. Authorized ERT/CPC successors to the CEO are listed at Annex E. Lines of succession shall be maintained by all ERT/CPC organizational elements, reporting to the CEO to ensure continuity of mission essential functions. Successions should be provided to a minimum depth of three at any point where policy and directional functions are carried out.
- b. Delegations of authority are extracted and included in Annex C, Emergency Plan, Emergency Operations Command Center, Staffing-Cain of Command and Function. Each CPC organizational element shall pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances.
 1. **The CEO may order activation of the CPC COOP.**
 2. **The ERT, if pre-deployed, may be requested by the CEO to disseminate information to all operations at that time.**
 3. **CPC COOP guidance and direction during the activation and relocation phases. Pending the activation of the COOP, ERT will monitor the situation and assist in the notification process as necessary.**

II-11 Operational Hours

- a. During COOP contingencies, the CEO will determine the hours of work for the RG. However, it is expected that the working hours of the activated ERT and will be similar to normal emergency periods at CPC.
- b. Certain members of the Relocation Group must be prepared to support a 24-hour-per-Day, 7-Day-per-week operation.

II-12 Alert and Notification

- a. Alert Procedures. If the situation allows for warning, staff may be alerted prior to a notification of the COOP activation.
 - (1) Information and guidance for CPC employees will normally be passed telephonically using existing emergency notification cascades. Depending on the situation, current information will also be available via:
 - Announcements released to local radio and TV stations.
 - (2) Employees should listen for specific instructions. All CPC employees should remain at their office or home until specific guidance is received.
 - (3) The CEO or designated successor, as shown in Annex E, will direct the activation of the CPC COOP Plan.
- b. Notification Procedures. Upon notification to activate the CPC COOP Plan:
 - (1) The ERT Chief notifies the Directors identified in Table II-1, informing them of the current situation and that the COOP is being activated.
 - (2) The Directors/Managers will notify their staff – using their internal telephone notification cascades by contacting the second-level notifiers.
 - (a). The notifiers then initiate their respective COOP telephone notification cascade by calling each person in their chain and relaying the information and guidance provided by the Director of each program.
 - (b). The persons designated for notification will make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, the notifier will leave a message.
 - (c). Once initial contact is made (message left), notifiers will call the appropriate Director and report status of cascade, including personnel not contacted.
 - (d). Directors/Managers will in turn report status to the ERT Chief via telephone.

- (e). For personnel not initially contacted, once the message is received, they should immediately contact their notifier.
 - (f). Notification may be via personal contact, telephone, cell phone, radio and TV broadcasts, or a combination thereof.
 - (g). When a call or other notification is received by anyone in a calling cascade, the information given by the notifier should be carefully recorded to ensure that it is passed accurately to the next person in the cascade.
 - (h). Directors will notify the ERT Chief upon completion of their notification process.
 - (i). Notifiers will report all unsuccessful contact attempts to their primary COOP POC after relocation has been affected.
- (3). The ERT Chief will notify the EOG, and non Daytona Beach vicinity CPC personnel that an emergency relocation of CPC COOP Plan is anticipated or in progress.

Table II-1
CPC Senior Management Team (Order of Succession)

POSITION	NAME
CEO	Mark Jones
Chief Operating Officer	Karin Flositz
Chief Financial Officer	Tracey Riehm
Director of Clinical Services	Chrissy Curtis
Director of Supportive Services	Danielle McBee
Director of Case Management	Kellie Daniels
Human Resources Manager	Kristin Pandolfi
Executive Assistant	Roxanne Denning
Program Operation Administrator, Daytona	Jancy Long
Program Operation Administrator, Deland	Kristi Moulton
Program Operations Administrator, Daytona	Jeff Chaisson
Program Operation Administrator, Flagler	Carla Harris
Program Operation Administrator, Palatka	Marianna Cotter

SECTION III: RESPONSIBILITIES AND PROCEDURES

III-1 Emergency Response Team Procedures

These procedures are outlined in the CPC emergency operations manual. All areas of response are covered within these pages and account for all emergency procedures in place in the organization.

CEO: The CEO shall act as the Incident Command Officer in the event of an emergency event that will result in a service delivery system wide or multi county disruption of services. They may designate a replacement of the CPC Emergency Coordinator if they feel the emergency is of a localized nature and does not require a full command team to be organized.

CPC Emergency Coordinator: Shall act as the Operations Officer and will coordinate all planning, response and operational activities directed by the Incident Command Officer. This officer will head up the operations team that will consist of the logistics officer, communications officer and program desk commanders. It will be the responsibility of the operations officer to take the instructions of the Incident Command Officer and turn them into operational action plans for Incident Command Officer approval and implementation.

Case Management Office: CPC's Case Management Office will have a desk in the CPC EOC. The desk will be kept manned 24 hours a day for the duration of the event. The Case Management Office desk is to be manned by personnel designated by the CEO, and will be responsible for conversion of operational plans into action for the delivery of services to our client base after the emergency event.

Executive Assistant: It will be the responsibility of the general services department to set up the EOC in order from either the Emergency Coordinator or the CEO. They will see the proper equipment is available and in place for the opening of the EOC. It is the responsibility of the office manager to provide the fiscal officer for the control and recording of all expenses incurred before, during and after the emergency event. It will also be the responsibility of the office manager to assure adequate purchasing resources to meet the requirement of CPC before, during and after the event.

Human Resources Manager: It is the responsibility of the Human Resources Manager to utilize IT staff assure all computer and communications equipment required are available and in good working order. They will install said equipment on notification from the Operations Officer or the CEO. They will be responsible for the safeguarding of all stored on line information and backup for said information before, during and after the emergency event.

Vital Records and Databases: (Note: For Databases, see Information Management Systems Section of Emergency Operations Plan). Vital records will be shipped to Business Archives, 413 Oak Place, Ste. F & G, Port Orange, FL for storage and retrieval until such time as they can be returned to the appropriate service centers.

Pre-Positioned Resources: These resources are under the control of the CPC's contract providers and will be distributed as need arises. CPC's do not have pre-positioned resources with which to deal.

Telecommunications and Information Technology Support is detailed in the CPC Emergency Plan for Information Systems.

Transportation, Lodging and Food: It is the responsibility of the Executive Assistant at the Emergency Operations Center. This officer will address these needs as they become evident through the use of Purchase Cards and pre-authorized credit limits that can be extended to meet the requirements of the emergency.

Personal Preparedness: The requirements for Personal *Go Kits* for deployed employees are detailed in the CPC Emergency Plan where a checklist has been provided to assure readiness of all deployed personnel.

Site Support Procedures. These procedures are detailed in the Site Specific Plans for each location which are contained in the CPC Emergency Plan.

- (1) Develop a CPC COOP information technology plan that details the transition of critical CPC COOP telecommunications and information systems from CPC HQ to and from Alternate Response Point to a new or reconstituted CPC HQ.
- (2) Inform CPC senior management on the status of telecommunications and information systems.

Human Resources Responsibilities:

- (1) Be prepared to provide staff for the Relocation Group.
- (2) Develop Program/Office COOP Implementation Plans.
- (3) Appoint a COOP representative to the CPC COOP Working Group, and keep the Emergency Coordinator informed of any changes.
- (4) Ensure that Alert and Notifications procedures, including cascades, are complete, accurate, and updated when personnel or contact numbers change.
- (5) Serve as centralized coordination point for personnel augmentees.

III-2 Alternate Relocation Point Facility Manager Responsibilities

- a. Prepare ARP Site-Support Procedures in support of the CPC COOP Plan to ensure the smooth transition of CPC mission essential functions, personnel, equipment, and vital records from the CPC HQ to the Alternate Relocation Point.

- b. Identify those Alternate Relocation Point mission essential functions that can be deferred or terminated in the event the CPC COOP Plan is implemented.
- c. Provide for the proper storage of backup copies of vital records and databases, and other pre-positioned resources and assets.
- d. Designate personnel responsible to assist the arriving Emergency Response Team.
- e. Maintain a current roster of designated COOP site-support staff personnel.
- f. Support periodic coordination visits and annual exercises.
- g. Keep the SCO informed of any site vulnerabilities or changes in site resources that may impact the effective execution of the CPC COOP Plan
- h. In conjunction with the Office of the CEO, support the orderly transition of all CPC functions, personnel, equipment and records from the Alternate Relocation Point to a new or restored CPC office facility.

III-3 Personnel Coordination

- a. If necessary, the A-Team will deploy to the Alternate Relocation Point and transition management of the CPC mission essential functions for up to 30 days at the Alternate Relocation Point. When the CPC HQ is restored or a new office building is identified and available, the Emergency Response Team will transition management of mission essential functions from the Alternate Relocation Point to the CPC HQ office.
- b. Only personnel who are needed for the continuous execution of mission essential functions will be included in the COOP Implementation Plan RG rosters.
- c. Following activation and deployment of the RG, Directors may request additional personnel as augments at the Alternate Relocation Point, if space is available. If space is limited, two 12-hour shifts may be employed.
- d. All requests for augmentation of the RG must be coordinated through the SCO.
- e. During COOP operations, personnel not activated as members of the RG or augmentees, will be provided information on their status by calling 1-386-566-7877. The Administration Section will be responsible for providing the emergency number with information to disseminate.

III-4 Vital Records and Databases

- a. One of the CPC COOP Plan objectives is to ensure the protection of vital records, regardless of media type, that are needed to support essential functions under all emergency conditions.

- b. Categories of these types of vital records and databases may include:
- (1). Emergency Operating Records. Vital records, regardless of media, essential to the continued function or reconstitution of the organization during and after an emergency. Included are emergency plans and directives; orders of succession; delegations of authority; staffing assignments; and related records of a policy or procedural nature that provide agency staff with guidance and information resources necessary for conducting operations during any emergency, and for resuming formal operations at its conclusion.
 - (2). Legal and Financial Rights Records. Vital records, regardless of media, critical to carrying out an organization's essential legal and financial functions and activities, and protecting the legal and financial rights of individuals directly affected by its activities. Included are records having such value that their loss would significantly impair the conduct of essential agency functions, to the detriment of the legal or financial rights or entitlements of the organization or of the effected individuals. Examples of this category of vital records are accounts receivable; contracting and acquisition files; official personnel files; Social Security, payroll, retirement, and insurance records; and property management and inventory records.
- c. The Florida Bureau of Archives and Records Management provides overall guidance and oversight for the protection of vital records to support the performance of CPC mission essential functions under any emergency or potential emergency.

III-5 Pre-Positioned Resources

Without appropriate planning, essential Data maintained at the CPC HQ may not be available to be deployed with the RG members. The CEO will ensure that databases and other references supporting CPC mission essential functions are pre-positioned at the in-town Alternate Response Point option or other off-site location, carried with deploying personnel, or are made available through an automated data backup process. In addition, the CEO will ensure that any special resource request will be either pre-positioned at the in-town Alternate Response Point option or other off-site location, or carried with deploying personnel to the Alternate Response Point. Procedures and checklists for pre-positioning resources should be included in the COOP Implementation Plans.

III-6 Drive-Away Kits

- a. Directors are responsible for providing guidance to their members on the requirement for and the contents of these kits, which may contain such items as software, databases, publications, laptop computers, etc. Any special resource requirements will be addressed at the Program level. The contents and pre-positioning of the drive-away kits should be included in the Program COOP Implementation Plan through specific procedures and checklists.

- b. It is strongly encouraged that essential items and data equipment be pre-positioned at the in-town Alternate Response Point or other off-site location instead of being carried in a drive-away kit, because RG members may be at home when the order to deploy is received and access to the drive-away kits may be difficult or impossible.

III-7 Telecommunications and Information Systems Support

In general, telecommunications capabilities exist at a sufficient capacity at each primary Alternate Response Point facility; however, information systems support provided at CPC HQ is not available at the Alternate Response Point locations. It is imperative that the Directors ensure that unique or critical information system requirements are considered in planning and, if appropriate, are identified as capabilities to be provided by support organizations at the Alternate Response Point. All telecommunications and information support requirements should be detailed in the individual Program COOP Implementation Plans and be fully coordinated with the CEO to ensure coordination with the ARP Facility Managers. The CEO shall maintain all necessary and up-to-date files, documents, computer software, and databases that are required to carry out mission essential functions.

III-8 Transportation, Lodging, and Dining

The Administration Section will disseminate information related to local travel and temporary duty station when the CPC COOP Plan is activated. General information about transportation, lodging, and dining is provided in the following subparagraphs.

a. Transportation.

- (1). To the extent possible, A-Team and the F-ERT of the RG and CPC personnel activated as augmentees are encouraged to use their privately owned vehicles to commute to an assembly site or pre-identified Alternate Response Point.
- (2). If necessary, following notification of an alert, the designated ARP Facility Manger will develop a transportation plan based upon the response required to meet a particular type of emergency for deploying RG personnel.

b. Lodging.

- (1). On-site lodging will be available at the out of town Alternate Response Point facility, and to those who are unable to commute from home or may be required to work extended hours at Alternate Response Point are given priority. Reasonable accommodations are also available off-site.
- (2). The ARP Facility Manager is responsible for all lodging at the Alternate Response Point.

c. Dining.

- (1) Alternate Response Point will provide food for the A-Team, ERT and RG personnel lodging at the facility.
- (2). Restaurants are also available in the local communities.

III-9 Security and Access Controls

The Executive Assistant will ensure that the CPC COOP and the Building Evacuation Plans for the CPC HQ are complementary and coordinated if a COOP activation is required. The Chief of Human Resources & IT Officer is responsible for the protection of personnel and vital records and Databases before, during, and after COOP operations.

III-10 Personal Preparedness

- a. Personal Items. In addition to “official” items carried in the drive-away kits, each RG member requiring lodging at the Alternate Response Point should consider bringing appropriate personal items and changes of clothing. In addition, RG members should relocate with their ERT badge for entry into the ARP.
- b. Clothing. Casual dress is generally appropriate while at the Alternate Response Point.
- c. Medical Support.
 - (1). The ARP Facility Manager is responsible for making available medical information and/or treatment available for the RG members.
 - (2). Deploying personnel should bring with them an adequate supply of medicines, hearing-aid batteries, and eyeglasses.
 - (3). Contact the ARP Facility Manager for special arrangements such as refrigeration of pharmaceutical and medical supplies.
 - (4). Deploying personnel are encouraged to bring health insurance cards.

III-11 Site-Support Procedures

- a. The ARP Facility Manager is responsible for developing CPC COOP Site-Support Procedures that identify the requirements for receiving and supporting and relocating the CPC RG. The site-support procedures should ensure sustained operations for up to 30 days with resource support. The Alternate Response Point must be ready to support the A-Team within six hours and fully operational within 12 hours of activation to support additional members of the EOC Command Team.
- b. The Alternate Response Point Site-Support Procedures will describe in detail the procedures for providing, as a minimum: facility access and control, office and lodging (if required) assignments, physical security, administrative support and supplies, transportation (off site and on), medical services, communications support, and information systems support.

- c. The Emergency Coordinator will be a depository for Alternate Response Point Site-Support Procedures. These procedures will be reviewed annually to ensure that they are current and still viable.

SECTION IV: PHASE I – ACTIVATION

In general, the following procedures will be followed in the execution of the CPC COOP Plan. As explained in Section II-3 – Concept of Execution, the extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty at the CPC HQ or off-duty at home or elsewhere, and possibly, the extent of damage to the CPC HQ and its occupants. This Plan is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this Plan is implemented depends on the type and magnitude of the event(s) or threat(s) thereof.

IV-1 Alert and Notification Procedures

- a. The CPC notification process is intended to allow the smooth transition to the A-Team, and to continue the execution of mission essential functions across a wide range of potential emergencies. Notification may be in the form of:
 - (1). A COOP alert to the RG and non-essential CPC employees that relocation is imminent.
 - (2). An announcement of a CPC COOP Plan activation that directs the A-Team to report to an assembly site or a designated Alternate Response Point, and provides instructions for CPC senior managers for time of movement, reporting, and transportation details to an assembly site or a designated Alternate Response Point.
 - (3). Instructions to the Command Team to report for departure and relocation to the Alternate Response Point, when selected and prepared, and instructions to the non-essential employees.
- b. Upon receipt of a COOP alert from the CEO, or a designated successor, The ERT Chief, notifies all the Directors, who in turn, notify their staff using their internal telephone notification cascades. Notification may be via personal contact, telephone, cell phone, radio and TV broadcasts, or a combination thereof.
- c. The Office of Emergency Coordinator notifies the operational personnel in the CPC that an emergency relocation of the CPC COOP Plan is anticipated or in progress.

IV-2 Initial Actions

- a. Based on the situation and circumstance of the COOP event, the CEO, Emergency Coordinator and the EOC Manager will evaluate the capability and capacity levels required to support the current mission essential functions of the Emergency Response Team/CPC and select an appropriate Alternate Response Point.

- b. The CEO directs the Director of Case Management to immediately deploy the A-Team to an assembly site or the designated Alternate Response Point.
- c. The Director of Case Management in coordination with the EOC Manager will activate the A-Team for an immediate deployment to the designated ARP or assembly site.
- d. The Director of Case Management notifies the designated ARP Facility Manager to expect the relocation of the ERT/CPC.
- e. The ERT Chief directs the Command Team to begin the COOP activation process and provides instructions and guidance to be relayed to the staff including the location of the ARP.
- f. The designated ARP Facility Manager prepares the ARP for ERT/CPC operations.
- g. The Alternate Response Point notifies CPC Program/Office Heads and provides instructions and guidance on operations and the location of the Alternate Response Point.
- h. The Director of Case Management notifies the Operations Manager of Circuit 7 and the State Warning Point of their circuit that an emergency relocation of the CPC is anticipated or is in progress.
- i. The Directors begin their notification cascades. After the cascades are complete, the results, including individuals not contacted are reported to the Director of Case Management.
- j. The A-Team members report to an assembly site or deploy to the designated Alternate Response Point to assume the CPC mission essential functions.
- k. A-Team members who have established drive-away kits ensure that they are complete, with current documents and equipment, and commence movement of the resources.
- l. Command Team personnel assemble the remaining documents and other assets as required for the performance of mission essential functions and begin preparations for the movement of these resources.
- m. All organizational elements implement normal facilities security procedures for area(s) that are being vacated.
- n. The General Services personnel take appropriate measures to ensure security of the CPC HQ and equipment or records remaining in the building in coordination with the Local Police.

IV-3 Activation Procedures Duty Hours

- a. The CEO notifies the Director of Case Management of the emergency requiring activation of the CPC COOP Plan.
- b. The Director of Case Management activates the CPC COOP Plan and notifies the ARP Facility Manager.
- c. The Director of Case Management directs the EOC Manager to begin movement of the A-Team to an assembly site or to the designated Alternate Response Point facility immediately. (See Section III-3 through III-12.)
- d. The A-Team immediately deploys to a designated Alternate Response Point to assume mission essential functions.
- e. If already at the CPC HQ, the Command Team members and other CPC employees remain on duty pending further guidance.
- f. The tasks in Section IV-2 – Initial Actions are completed in their entirety.

IV-4 Activation Procedures Non-Duty Hours

- a. The CEO notifies the Director of Case Management of the emergency requiring activation of the CPC COOP Plan.
- b. The Director of Case Management activates the CPC COOP Plan and notifies the appropriate ARP Manager.
- c. The Director of Case Management directs the Command Team to begin movement of A-Team to an assembly site or to the designated Alternate Response Point facility immediately. (See Section III-3 through III-12.)
- d. A-Team immediately deploys to an assembly site or a designated Alternate Response Point to assume mission essential functions.
- e. The Command Team personnel and other CPC employees are directed to remain at home pending further guidance.
- f. The tasks in Section IV-2 – Initial Actions are completed in their entirety.

IV-5 Deployment and Departure Procedures – Time-Phased Operations

Allowances for partial pre-deployment of any mission essential functions that are critical to operations will be determined by the CEO, in coordination with the Director of Case Management and Command Team at the time the CPC COOP activation is directed. This determination will be

based on the event or the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the Alternate Response Point. Specific instructions will be provided at the time a deployment is ordered.

- a. The CEO directs the Director of Case Management to begin deployment of the A-Team members to the Alternate Response Point. (See Section III-3 through III-12.)
- b. A-Team. The A-Team is directed by the Director of Case Management to either relocate to a designated assembly site or an Alternate Response Point. Team members should ensure that they have their official drive-away kits and the personal preparedness bags.
- c. Command Team- RG members from each Program immediately begin movement taking with them all office drive-away kits, if applicable, not already transported by the members of the A-Team and their personal preparedness bags. This team will most likely use privately-owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation. (See Section III-3 through III-12.)
- d. Non-Essential CPC Personnel. Non-essential personnel present at the CPC HQ at the time of an emergency notification will be directed to proceed to their homes or other CPC facilities to await further instructions. At the time of notification, information will be provided on route that should be used to depart the CPC HQ or other appropriate safety precautions. During non-duty hours, non-essential personnel will remain at their homes pending further guidance.

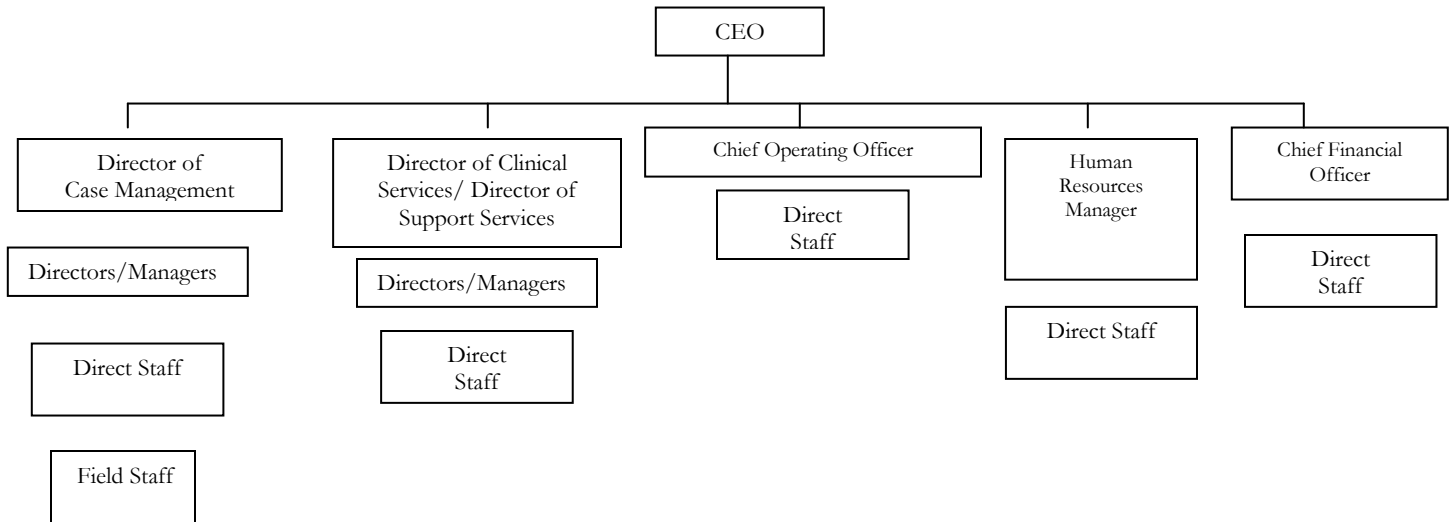
IV-6 Transition to Alternate Operations

- a. Following the activation of the CPC COOP Plan and establishment of communications links with the CEO and A-Team at an assembly site in the Jacksonville vicinity, the CEO or their designated successor orders the cessation of operations at the CPC HQ.
- b. As appropriate, press, news media, outside customers, vendors and other service providers are notified by an official spokesperson from CPC has been temporarily relocated.

IV-7 Site-Support Responsibilities

Following notification of a relocation that the CPC RG has been ordered or is in progress, the ARP Facility Manager will implement CPC COOP Site-Support Procedures and prepare for the activation of the CPC COOP Plan and to receive the Emergency Response Team within six hours and the Command Team within 12 hours. The ARP Facility Manager is authorized to direct site personnel to some other duty station in the facility, or may direct site personnel to remain or return home pending further instructions.

**Table IV-1
CPC Notification Cascade**



SECTION V: PHASE II – ALTERNATE OPERATIONS

V-1 Execution of Mission Essential Functions

Upon activation, the A-Team will begin providing support for the following functions:

- a. Monitor and assess the situation that required the relocation;
- b. Monitor the status of Program personnel and resources;
- c. Continue CPC essential functions;
- d. Report the status of operations to other CPC components;
- e. Establish and maintain contact with the EOC and DCF Circuit Office;
- f. Plan and schedule relocation site operations;
- g. Support the CEO and the Command Team; and,
- h. Prepare for the support of RG when directed to report to the designated ARP or the restored CPC HQ.

V-2 Establishment of Communications

- a. Depending on the situation and circumstances, the CEO will determine if any members of the A-Team will relocate to a designated Alternate Response Point instead of operating from a temporary assembly site in the Deland vicinity.
- b. Relocated A-Team members will report to the appropriate Alternate Response Point to check in.
- c. The ARP Facility Manager, will disseminate administrative and logistics information to A-Team members upon arrival. This information should cover a period of up to seven days.
- d. As appropriate, A-Team members will begin to retrieve pre-positioned information and data, activate specialized systems or equipment, etc.

V-3 Relocation Group Responsibilities

- a. A-Team Responsibilities. As soon as possible following their arrival at the designated Alternate Response Point or pre-identified assembly site in the Jacksonville vicinity, the A- Team members will begin providing support for the following functions:
 - (1) Establish and maintain communications links with the President and the Operations Officer.
 - (2) Locate and coordinate the A-Team deployment to the designated ARP based on the CEO's selection.
 - (3) Coordinate preparation of the ARP facility and prepare for arrival of the Command Team personnel of the RG at the ART within 12 hours.
 - (4) Coordinate transition of the CPC mission essential functions to the full RG at the ART or reconstituted CPC office.
 - b. Command Team Responsibilities. As soon as possible following their arrival at the designated ARP, the Command Team members will begin providing support for the following functions:
 - (1). Upon arrival at the designated ARP or restored CPC Office, the RG will report to Security at the main entrance of the facility to check in.
 - (2). The Incident Command Officer will disseminate administrative and logistics information to the RG personnel upon arrival. This information should cover a period of up to 30 days.
 - (3). The RG personnel will proceed to assigned spaces, which will be identified in the Alternate Response Point Site-Support Procedures.
-

- (4). The Emergency Response Team will receive initial in-briefing and reports from their respective A-Team members.
- (5). RG Personnel will support ERT operations (See Section V-1 above).

V-4 Augmentation of Staff

- a. If it becomes evident that the RG cannot ensure the continuous performance of mission essential functions, the CEO in coordination with the Director of Case Management and the ARP Facility Manager determine the capacity to augment the staffing. This may require two shifts working on a 24-hour basis.
- b. The CEO will then request the Human Resources Manager to ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks. In addition, this section will prepare the necessary documents for the employee to deploy to the designated Alternate Response Point.
- c. It is imperative for COOP operations at an Alternate Response Point to ensure a centralized and coordinated roster of personnel due to limited space and resources.

V-5 Amplification of Guidance to Essential and Non-Essential Personnel

- a. The CEO and the Human Resources Manager will develop informative Memorandum for dissemination to all CPC employees in regards to the duration of alternate operations, pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
- b. The CEO will approve this Memorandum and the Human Resources Manager will then distribute the document to the relocated personnel and the non-essential staff through appropriate media and other sources that are available.

V-6 Development of Plans and Schedules for Reconstitution and Termination

- a. The Incident Command Officer in coordination with the Program Directors will develop Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all CPC functions, personnel, equipment, and records from the Alternate Response Point to a new or restored CPC facility.
- b. Each organizational element, in turn, will designate a reconstitution Point Of Contact to work with the Information and Planning Section to develop the appropriate plans and schedules.
- c. The CEO will approve the plans and schedules prior to the cessation of operations.
- d. The Incident Commander in conjunction with EOC Manager will oversee the Reconstitution and Termination process.

SECTION VI: PHASE III – RECONSTITUTION AND TERMINATION

VI-1 Overview

Within 24-hours of an emergency relocation, the Command Team with support appropriate ERT functions as well as the Human Resources Manager, will initiate operations to salvage, restore, and recover the CPC HQ after the approval of the local and Federal law enforcement and emergency services involved. Reconstitution procedures will commence when the CEO or other authorized person ascertains that the emergency situation has ended and is unlikely to recur. Once the appropriate CPC representative has made this determination, one or a combination of the following options may be implemented, depending on the situation.

- a. Continue to operate from the Alternate Response Point.
- b. Begin an orderly return to the CPC HQ and reconstitute from remaining CPC or other resources.
- c. Begin to establish a reconstituted CPC Office in some other facility in the Central Florida vicinity.

VI-2 Procedures

Upon a decision by the CEO or other authorized person that the CPC Headquarters can be reoccupied or that a different facility will be established as a new CPC Office:

- a. The Incident Command Officer, in conjunction with the EOC Manager, will oversee the orderly transition of all CPC functions, personnel, equipment, and records from the Alternate Response Point to a new or restored CPC Office facility.
- b. Each organizational element, in turn, will designate a reconstitution Point Of Contact to work with the Operations Officer and inform office personnel of developments regarding reconstitution.
- c. Prior to relocating to the current CPC HQ or another building, the Incident Command Officer will conduct appropriate security, safety, and health assessments for suitability.
- d. When the A-Team and necessary equipment and documents are in place at the new or restored headquarters facility, the staff remaining at Alternate Response Point will transfer mission essential functions and resume normal operations.

VI-3 After-Action Review and Remedial Action Plan

- a. An After-Action Review data collection process will be initiated prior to the cessation of operations at the Alternate Response Point. Two basic forms to collect data will be used –

Employee Observation/Comment Forms and Ups and Downs Quick Report from each Emergency Response Team.

- (1). Employee Observation/Comment Forms. This form is designed to collect information from any employee working during the CPC COOP activation. It will be used to record comments about any action, strength, weakness observed during operations. The Human Resources Manager will distribute these forms preferably electronically or in paper to all Emergency Response Team employees prior to the cessation of operations.
- (2). Ups and Downs Quick Report. This form is designed to record a snapshot of strengths and weaknesses at the conclusion of the operations. It should summarize what the section and/or branch feels were the three things that worked best and the three things that they feel require additional work or training. The Human resources Manager will distribute these forms preferably electronically or in paper to all Emergency Response Team sections and/or branches.

b. The inputs from both the Employee Observation/Comment Forms and the Ups and Downs Quick Report will be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the CPC COOP Plan and accompanying Standard Operating Procedures will be developed and incorporated into the COOP Annual Review Process. In addition, recommendations that affect the alert and notification process, the COOP activation process, COOP implementation, or operational issues at the assembly site or designated Alternate Response Plan will be developed. The recommendations in these areas will immediately be addressed at the next CPC COOP Working Group meeting.

c. All communication of Pre Event Survey and After Action Report documents should be emailed concurrently to your DCF Contract Manager, CCDA and the following DCF Administrators responsible for Region response and reporting.

david.abramowitz@dcf.state.fl.us
patricia.mallon@dcf.state.fl.us
michael.mckibben@dcf.state.fl.us
joseph.negron@dcf.state.fl.us



**EMERGENCY
PREPARATION, RESPONSE AND
RECOVERY GUIDELINES**

June 30, 2004

Revised May 2013

EMERGENCY MITIGATION, PREPARATION, RESPONSE AND RECOVERY GUIDELINES

The following guidelines have been prepared by Community Partnership for Children (CPC). They are intended to assist CPC management in preparing for and recovering from any event that adversely affects the organization's ability to provide appropriate protection and services to clients and staff.

This document supersedes all previous editions. These guidelines are revised and updated following an emergency or annually. This document contains sensitive information regarding staff. Therefore, distribution should be restricted to CPC employees. Although every attempt will be made to keep the information contained in these guidelines up-to-date, telephone numbers and similar information may change with little or no notification.

Questions regarding this publication or the procedures discussed within should be referred to the Chief Executive Officer, Emergency Coordinator, at 386-238-4900.

EMERGENCY OPERATIONS

PURPOSE

This document establishes disaster planning, response, and recovery guidelines for Community Partnership for Children (CPC). It establishes fundamental policies, program strategies, and assumptions essential to effective resource management and service restoration following a disaster. It also assigns specific functional responsibilities to appropriate programs and staff.

Provisions of this plan will minimize emergency related material shortages and service system disruptions that would have an adverse impact on clients and staff. It will also promote short and long-term recovery.

CPC will discharge its emergency management responsibilities through four interrelated actions: mitigation, preparedness, response and recovery. Each action will serve as one phase of a comprehensive process, with each phase building on the accomplishments of the preceding one. The overall goal is to minimize the impact caused by an emergency in the service area.

Mitigation involves actions that provide lasting reduction of exposure to, probability of or potential loss from hazardous events. Mitigation includes education regarding simple, cost effective measures that can be taken to reduce loss or injury. This might be as simple as lighting a parking lot or housing records in a protected area of the office or building rather than along an outside wall. It may also be as complex as designing a new service site to be as secure as resources will allow.

While mitigation can make workplaces safer, it does not completely eliminate risk and vulnerability from all hazards. CPC must be ready to face emergency threats that cannot be mitigated. Since emergencies often evolve rapidly and become too complex for effective improvisation, CPC can successfully discharge its emergency responsibilities only by taking certain actions beforehand.

Preparedness involves establishing authorities and responsibilities for emergency actions, and arranging for the resources to support them. These guidelines assign emergency management duties and require designation of the resources necessary for carrying out assigned duties.

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To ensure that CPC's investment in emergency management personnel and resources can be relied upon when needed, a program of tests, drills and exercises are being developed. Preparedness measures should not be improvised or handled on an *ad hoc* basis.

The onset of an emergency creates a need for time-sensitive **responses** as well as actions to begin stabilizing the situation so the organization can regroup.

Recovery is the effort to restore service delivery and the working environment to normal. Recovery incorporates mitigation as a goal. For the short term, recovery may mean providing for basic human needs. Once some stability has been achieved, CPC's Emergency Response Team will begin recovery efforts for the long term.

While the causes of emergencies vary greatly, the potential effects of emergencies do not. CPC's plan addresses effects common to a variety of hazards. This plan identifies tasks common to a number of hazards, assigns responsibility for accomplishing each, identifies methods of obtaining required resources, and promotes training in each aspect.

The Department of Children and Families in conjunction with the Office of Emergency Management in Volusia and Flagler counties is responsible for the administration of emergency social services following an emergency event. This responsibility is included as the managing agency for the community based care system of service delivery.

Planning Assumptions: In the development of this plan, CPC has made the following assumptions;

1. That the local area will need to plan for isolation from state resources for a period of approximately 48-72 hours.
2. That once assistance has begun to arrive in the service area, local control of those resources will be necessary in order to assure proper deployment and effectiveness of CPC's recovery.
3. That all resources developed within the service area for deployment into an affected area will stage from Volusia, Flagler and Putnam counties and will await orders for deployment from the state Emergency Operations Center to deploy.

Concept of Operations: CPC utilizes the Continuity of Operations Plan (COOP) format in the development of this document.

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MISSION

The mission of Community Partnership for Children is to design, implement and manage a quality child protection system for the citizens of Volusia, Flagler and Putnam Counties.

The safety and stability of the children in the care of CPC is even more critical during an emergency situation.

Response Responsibilities:

Responsibilities are limited to getting CPC's facilities ready and records secured. Making sure employees are informed of office closure, when and where to report after the emergency. CPC has an additional responsibility of getting foster children to safety. This is accomplished by assuring these children are evacuated with the foster families and that these families know where to call to report their locations after the emergency. It will also be the responsibility of CPC to know where each of the foster children in their care will be during the emergency and be prepared to inform the Department of Children & Families of those whereabouts.

Recovery Responsibilities:

CPC's recovery responsibilities include;

Getting the facilities back into operation as quickly as possible to provide continued and needed services to CPC's clients;

Getting CPC's employees back into the facilities as quickly as possible;

Getting information to the County or REGION Emergency Operations Center as soon as possible as to CPC's condition and ability to operate;

Getting CPC's foster children back into the community as soon as possible;

Getting information as to CPC's needs for employees, facilities and clients to the County or REGION Emergency Operations Center as quickly as possible to initiate recovery activities at the state level;

Coordinate all incoming relief directed at CPC's clients and employees for the most effective and efficient distribution of relief in the shortest amount of time;

Work directly with the local Office of Emergency Management to coordinate recovery.

Community Partnership for Children

Introduction

The State of Florida, due to its geographic and geological situation, is exposed to several different types of natural and man-made emergency events. As a result, the Department of Emergency Management has taken the following organizational steps to allow maximum response of emergency relief in times of an emergency.

History

Following Hurricane Andrew in 1992, the state decided to revamp its emergency response system based on a federal system called the Emergency Support Functions. (ESF) This system makes each state agency responsible for a different scope of emergency operations.

In the state system, there are 18 ESF's each supported by one or more state agencies. These range from ESF1 Transportation, Department of Transportation, to ESF18 Business and Industry, represented by the ACP.

Under the current system, CPC is not assigned to an ESF but rather to the State Recovery Team which is basically utilized in the recovery phase of emergency operations.

Under this assignment, CPC has no emergency response responsibilities with the exception of preparation of its own facilities and personnel and the safeguarding of the foster children in its care.

Summary of the Plan

In order to accomplish the mission assigned, CPC must work closely with local, state and federal authorities.

The purpose of this plan is to establish the following;

1. For the recovery of all sites within CPC so that the flow of service delivery can return for clients as quickly as possible.
2. Provide for assistance for CPC employees who have been adversely impacted by the event.
3. Provide for the evacuation and safekeeping of all clients in the custody of the department that are being served by CPC during and after the event.

**STATE EMERGENCY COMPREHENSIVE
PLAN**

The state Comprehensive Emergency Management Plan (CEMP) establishes a system to ensure Florida will be adequately prepared to deal with the occurrence of emergencies and disasters. The plan describes how federal and other outside resources will be coordinated to supplement state resources and response. It is structured to parallel federal activities set forth in the "Federal Response Plan".

EMERGENCY SUPPORT FUNCTIONS

The CEMP establishes the Emergency Support Function (ESF) concept of emergency operations in Florida. This has dramatically changed and more clearly defines the responsibilities of state agencies. The plan identifies 18 ESFs and assigns primary and support responsibilities for each. The ESFs are as follows:

ESF #	Area of Responsibility	Lead State Agency
ESF #1	Transportation	Department of Transportation
ESF #2	Communications	Department of Management Services
ESF #3	Public Works and Engineering	Department of Transportation
ESF #4	Firefighting	Department of Insurance
ESF #5	Information and Planning	Department of Community Affairs
ESF #6	Mass Care	American Red Cross
ESF #7	Resource Support	Department of Management Services
ESF #8	Health and Medical Services	Department of Health
ESF #9	Search and Rescue	Department of Insurance
ESF #10	Environmental Protection	Department of Environmental Protection
ESF #11	Food and Water	Department of Agriculture and Consumer Services
ESF #12	Energy	Department of Community Affairs, Public Service Commission
ESF #13	Military Support	Department of Military Affairs
ESF #14	Public Information	Department of Community Affairs
ESF #15	Volunteers and Donations	Department of Community Affairs
ESF #16	Law Enforcement and Security	Department of Law Enforcement
ESF #17	Animal Protection	Department of Agriculture and Consumer Services
ESF #18	Business and Industry	Association of Contingency Planners

The Department of Children and Families and CPC have not been given lead or support responsibility for any of the Emergency Support Functions. The current CEMP assigns department staff to the Recovery Desk at the State EOC. The department must promptly locate and determine the status of clients who are in

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the care of the department (i.e. foster children, individuals housed in department residential group homes and adult family care homes, etc.). It is in this area that CPC must coordinate with local circuit's to provide this oversight.

Unless otherwise determined by the CEO, all CPC employees are considered essential personnel for purposes of emergency preparation, response and recovery activities. Due to the critical need to promptly restore services, CPC personnel will **not** be used to manage or staff local emergency shelters **until all other departmental commitments are fulfilled.**

Under the Comprehensive Emergency Management Plan, the flow of information both to and from the County or REGION Emergency Operations Centers may be coordinated through local county emergency operations centers. If direct communications between the CPC Emergency Operations Command Center and the REGION Emergency Operations Center cannot be established or are interrupted, information from the State Emergency Operations Center can be transmitted to the department representative at the appropriate county Emergency Operations Center. This information will be forwarded to the CPC Emergency Operations Command Center as soon as possible. Similarly, department requests for personnel and other resources may be transmitted to the State Emergency Operations Center through the department representative at the appropriate county Emergency Operations Center.

Counties

Volusia County has more than 400,000 residents and is situated on the east coast of Central Florida, with 47 miles of Atlantic Ocean beaches with beachfront cities including Daytona Beach, Ormond Beach and New Smyrna Beach. Volusia County consists of 1,207 square miles with 326.6 square miles of water area. Elevation begins at sea level and rises to a high elevation of 110 feet. Volusia County is located at the apex of Interstate 4 and 95, between historic St. Johns River and the Atlantic Ocean, 50 miles northeast of Orlando, 60 miles north of the Kennedy Space Center, and 89 miles south of Jacksonville.

Flagler County is the fastest growing county in the state and eighth in the nation. The population of Flagler County is in excess of 42,000, a vast majority residing in Palm Coast. The total land area is approximately 64.5 square miles. Flagler County experiences two distinct seasons, the dry season, during the winter months, and the wet season during the summer months. Flagler County is traversed by State Road A1A, State Road 100, and Interstate 95 with 3 interchanges. Flagler County has relatively ample capacity and minimal problems with road concurrency compared to many other counties. Flagler County is 24 miles from Interstate 4 and is approximately equi-distant between the Orlando and Jacksonville metropolitan areas.

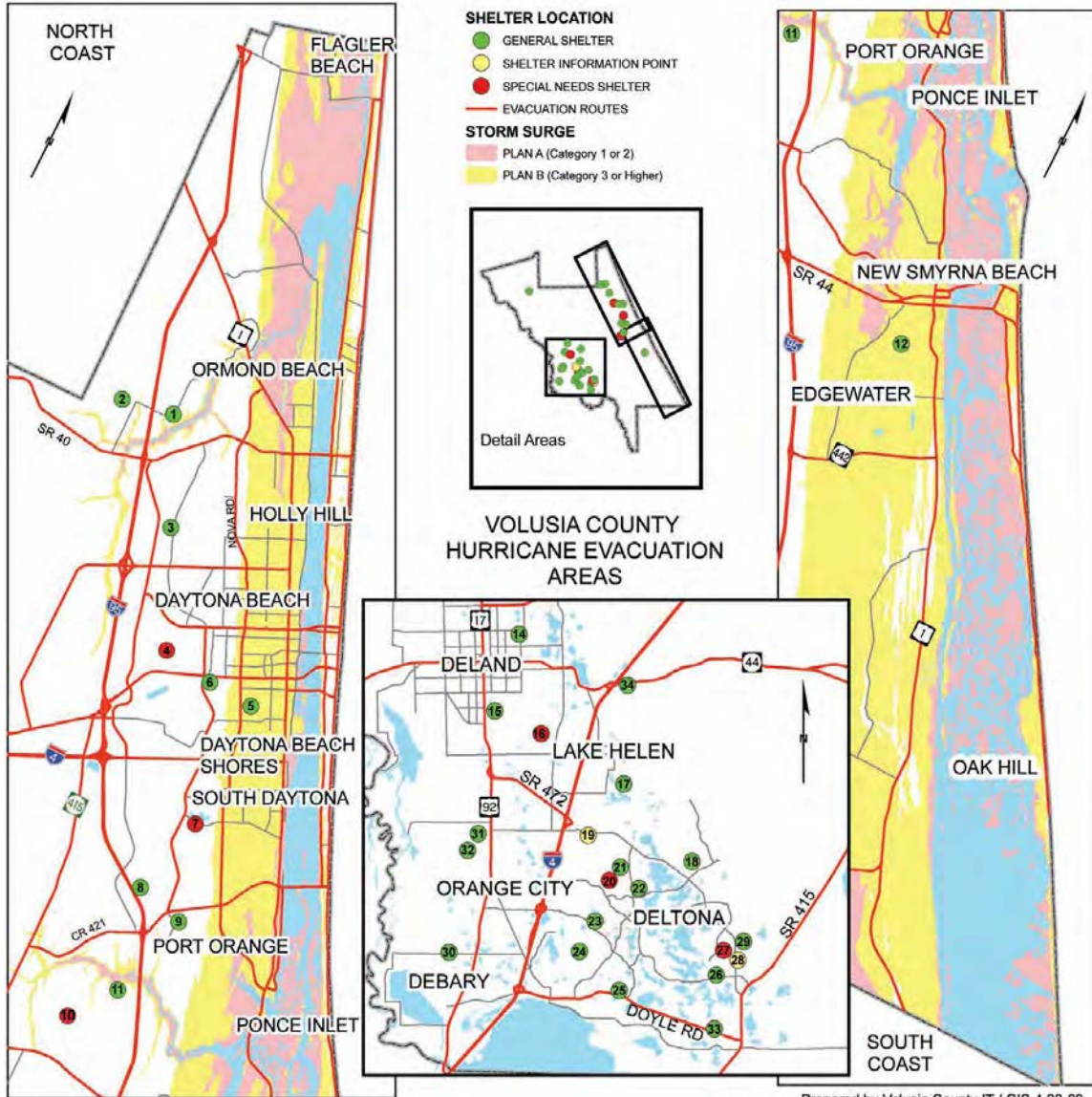
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Putnam County is a county located in the state of Florida. As of 2000, the population was 70,423. The US Census Bureau 2005 estimate for the county is 73,568. Its county seat is Palatka, Florida. The county is centrally located between Jacksonville, Gainesville, St. Augustine and Daytona Beach. According to the U.S. Census Bureau, the county has a total area of 827 square miles, of which, 722 square miles of it is land and 105 miles of it is water.

Evacuation Zones and Routes

Volusia

The following maps best outline the evacuation zones and routes utilized to evacuate the population zones of Volusia County. As you will notice, Volusia County has an extensive evacuation plan due to their proximity to the coastal flooding.



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Sixty percent of Volusia County's public shelter capacity is in the Deltona area. The Deltona Shelter Information Point (SIP) system helps evacuees easily access the sites.

Evacuees using shelters in the Deltona area first should travel to the Shelter Information Points (SIPs) at Deltona High School or Pine Ridge High School. At these sites, evacuees will receive detailed directions — in English or Spanish — to the nearest open shelter.

The following is a list of shelters for the 2013 season

Community Partnership for Children

2013 Shelter List

Shelter name Address City

1. **Pine Trail Elementary** 300 Airport Road Ormond Beach
2. **Pathways Elementary** 2100 Airport Road Ormond Beach
3. **Hinson Middle (PF)** 1860 N. Clyde Morris Blvd. Daytona Beach
4. **Palm Terrace Elementary** (SNS & PF) 1825 Dunn Ave. Daytona Beach
5. **Campbell Middle** 625 S. Keech St. Daytona Beach
6. **Champion Elementary** 921 Tournament Drive Daytona Beach
7. **Mainland High** 1255 W. Int'l. Speedway Blvd. Daytona Beach
8. **Atlantic High** (SNS & PF) 1250 Reed Canal Road Port Orange
9. **Horizon Elementary** 4751 Hidden Lakes Drive Port Orange
10. **Sweetwater Elementary** 5800 Victoria Gardens Blvd. Port Orange
11. **Creekside Middle** (SNS & PF) 6801 Airport Road Port Orange
12. **Cypress Creek Elementary** 6100 S. Williamson Blvd. Port Orange
13. **New Smyrna Beach High** 1015 10th St. New Smyrna Beach
14. **T.D. Taylor Middle/High** 100 E. Washington Ave. Pierson
15. **DeLand High** 800 N. Hill Ave. DeLand
16. **DeLand Middle** 1400 Aquarius Ave. DeLand
17. **Freedom Elementary** (SNS & PF) 1395 S. Blue Lake DeLand
18. **Citrus Grove Elementary** 729 Hazen Road DeLand
19. **Volusia Pines Elementary** 500 E. Kicklighter Road Lake Helen
20. **Friendship Elementary** 2746 Fulford St. Deltona
21. **Deltona High** (SIP) 100 Wolf Pack Run Deltona
22. **Galaxy Middle** (SNS & PF) 2400 Eustace Ave. Deltona
23. **Timbercrest Elementary** 2401 Eustace Ave. Deltona
24. **Deltona Lakes Elementary** 2022 Adelia Blvd. Deltona
25. **Spirit Elementary** 1500 Meadowlark Drive Deltona
26. **Discovery Elementary** 975 Abigail Drive Deltona
27. **Forest Lake Elementary** 1600 Doyle Road Deltona
28. **Sunrise Elementary** 3155 Phonetia Drive Deltona
29. **Heritage Middle** (SNS & PF) 1001 Parnell Court Deltona
30. **Pine Ridge High** (SIP) 925 Howland Blvd. Deltona
31. **Pride Elementary** 1100 Learning Lane Deltona
32. **DeBary Elementary** 88 W. Highbanks Road DeBary
33. **Manatee Cove Elementary** 734 W. Ohio Ave. Orange City
34. **River Springs Middle** 900 W. Ohio Ave. Orange City
35. **University High School** 1000 W. Rhode Island Ave. Orange City
36. **Osteen Elementary** 500 Doyle Road Osteen
37. **Volusia County Fairgrounds** (PPS) 3150 E. S.R. 44 DeLand
(1/4 mile east of I-4 on S.R. 44)

(PSN/O) Sheltering for oxygen

(PSN/VH) Sheltering for visually and hearing impaired

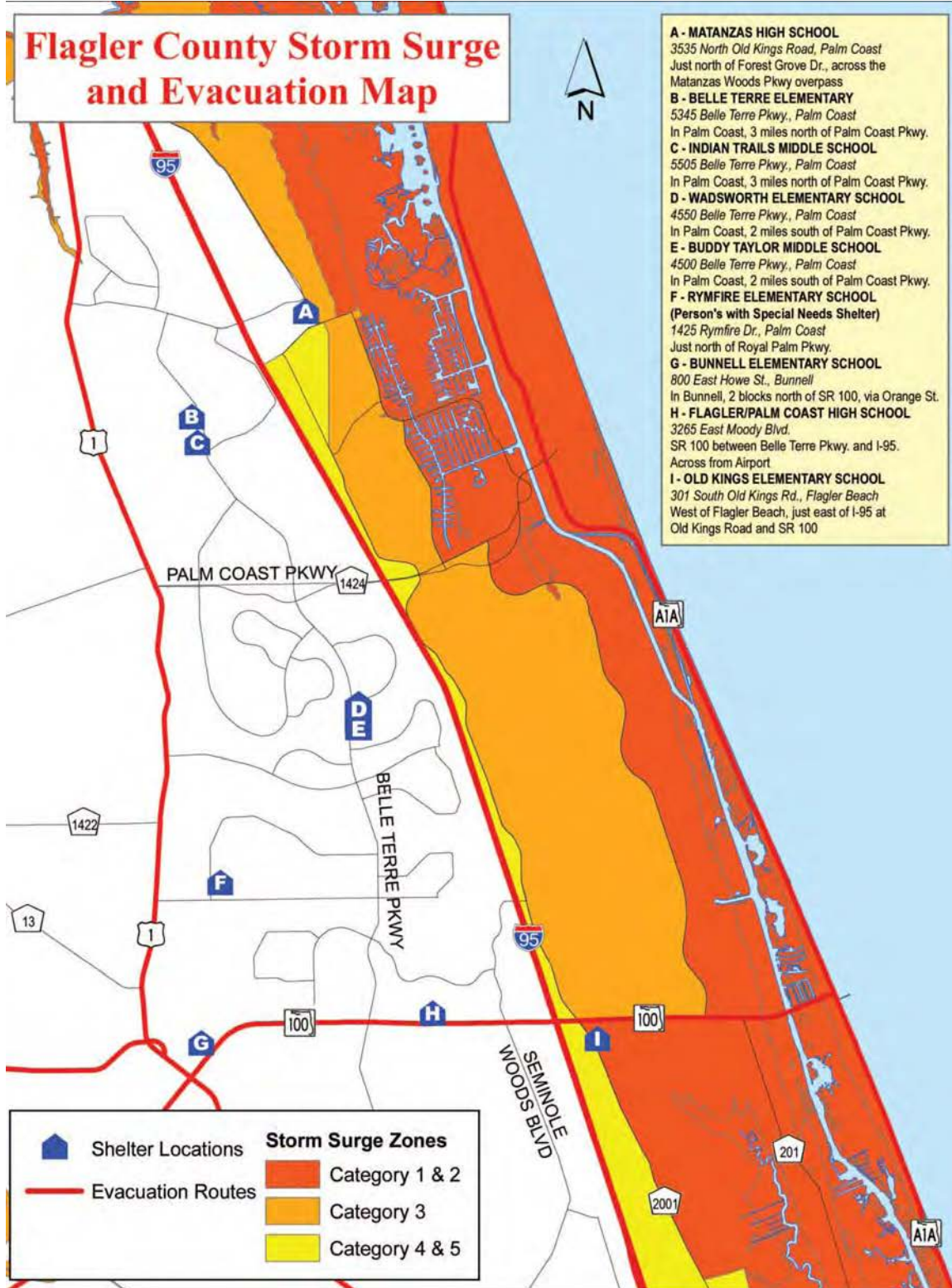
(PSN/G) General sheltering only for PSN

PPS: People and pet shelter

SIP: Shelter Information Point (central location to direct evacuees to shelters)

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Flagler County



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Evacuation Route

From the barrier island: Take State Road A1A to Flagler Beach, then west on State Road 100. From there, take I-95 or U.S. 1 to leave the area or go to shelters at Flagler Palm Coast High School or Bunnell Elementary School.

From Palm Coast: Take Palm Coast Parkway to Interstate 95 or U.S 1. Shelters are at Buddy Taylor Middle School, Indian Trails k-8 Center, Old Kings Elementary School and Wadsworth Elementary School.

Shelters:

1. Flagler Palm Coast High School, 3265 State Road 100, Palm Coast
2. Bunnell Elementary School, 800 East Howe St, Bunnell
3. Indian Trails Elementary School, 5505 Belle Terre Parkway, Palm Coast
4. Wadsworth Elementary School, 4550 Belle Terre Parkway, Palm Coast
5. Old Kings Elementary School, 301 South Old Kings Road, South of State Road 100
6. Matanzas High School, 3535 North Old Kings Road, Palm Coast
7. Belle Terre Elementary, 5345 Belle Terre Pkwy, Palm Coast
8. RymFire Elementary School, 1425 Rymfire Dr., Palm Coast

Special Needs:

RymfFire Elementary School, 1425 RymFire Dr., Palm Coast.

People who have special needs or are dependent on medical care should register with Emergency Services. Call 386-437-7381, ext 33 to have a form mailed.

Not all shelters will open at the same time and persons should not go to a shelter location unless it is announced to do so. Persons should bring all needed personal and comfort items.

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Putnam County



-WEST PUTNAM-

Interlachen Elementary School
American Red Cross Shelter
251 S. State Rd. 315 Interlachen, FL

Ochwilla Elementary School
American Red Cross Shelter/Pet Shelter
299 N. State Rd. 21 Hawthorne, FL

G.I. Roberts Middle School
American Red Cross Shelter
901 State Road 100 Florahome, FL

-CENTRAL PUTNAM-

Browning Pearce Elementary School
American Red Cross Shelter
100 Bear Blvd. San Mateo, FL

Palatka High School
Place of Refuge
302 Melon Rd Palatka, FL

Jenkins Middle School
Place of Refuge
1100 N.19 St. Palatka, FL

Kelley Smith Elementary School
Special Needs Shelter
1411 Kelley Smith School Rd. Palatka, FL

-SOUTH PUTNAM-

Middleton-Burney Elementary School
Place of Refuge
1020 Huntington Rd. Crescent City, FL

Crescent City Jr./Sr. High School
Place of Refuge
2201 S. Highway 17 Crescent City, FL

Map Created by the Putnam County GIS Office with
Dept of Emergency Management on May 4, 2008.

Projection of the data: NAD 1983 State Plane
Florida East FIPS 2901 Feet
Created in ESRI ArcMap 9.2.8
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Putnam County, Florida Hurricane Shelters & Evacuation Routes



For more information please contact the
Dept. of Emergency Management
410 S.W. 15 Palatka, FL 32177
(386) 329-0179

Information on this map is provided for purposes of
discussion and visualization only.

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Shelters:

1. Palatka High School, 302 Melton Road, Palatka, FL
2. Jenkins Middle School, 1100 N. 19th Street, Palatka, FL
3. Crescent City JR/SR High School, 2201 S. Hwy 17 Crescent City, Crescent City, FL
4. Middleton-Burney Elementary School, 1020 Huntington Road, Crescent City, FL
5. Interlachen Elementary School, 251 South State Road 315, Interlachen, FL
6. Ochwilla Elementary School, 229 North State Road 21, Hawthorne, FL
7. Browning Pierce School, 100 Bear Blvd., San Mateo, FL
8. Q. I. Roberts Middle School, 901 St. Road 100 Florahome, FL

Special Needs Shelter:

1. Kelley Smith Elementary School, 141 Kelley Smith School Road, Palatka, FL

Not all shelters will open at the same time and persons should not go to a shelter location unless it is announced to do so. Persons should bring all needed personal and comfort items.

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Threat Analysis

Florida's Comprehensive Emergency Management Plan divides disasters into three categories. These are:

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

Florida is the state most susceptible to the impacts of **hurricanes and tropical storms**. The state has 1,350 miles of general coastline and 8,436 miles of tidal inlets, bays and waterways along the coast of the Atlantic Ocean and Gulf of Mexico. The proximity of dense populations to the coastline, coupled with generally low coastal elevations, significantly increases the state's vulnerability to storm surge and other effects associated with hurricanes and tropical storms.

Since 1955, Florida has averaged fifty-four **tornadoes** each year, causing an annual average of two fatalities and sixty-nine injuries. Florida ranks third in the number of tornado strikes in the United States and first in the number of tornadoes per square mile.

Florida leads the nation in **lightning** related deaths and injuries. Since 1959, Florida has experienced an annual average of eleven deaths and thirty-four injuries due to lightning. The peak month for lightning strikes is July, but June and August have a significant number, and no month is immune from lightning danger.

In addition to the threat of **flooding** posed by hurricanes and tropical storms, Florida is covered by waterways, which can easily flood adjacent areas during periods of heavy rainfall. Approximately thirteen percent of the state's population resides in flood plains.

Hazardous materials are routinely stored and transported throughout Florida. Proximity to major highways, railways and airports that handle these materials is becoming almost unavoidable in the state. Hazardous materials could include:

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Munitions used by the military
Radioactive materials used by medical facilities, industry, universities or produced by the phosphate industry
Highly flammable jet fuels
Herbicides and pesticides
Petroleum and related products
Natural and propane gas
Chemical and allied products

Florida has a large number of attractive targets for **terrorists** including military bases, tourist attractions, high density populations, large educational institutions, major seaports, international airports, and sports arenas.

Violence is on the increase in virtually every aspect of society and the workplace is no exception. Workplace violence has become a key safety issue for employers. According to the Bureau of Labor Statistics fatality data, assaults and violent acts caused twenty percent of the fatal occupational injuries in the United States.

The following threat analysis reflects the analysis of the emergency management surveys conducted by each county and outlined in the county comprehensive emergency management plan

	<u>Volusia</u>	<u>Flagler</u>	<u>Putnam</u>
Hurricane	Medium	Medium	Medium
Thunderstorm	High	High	High
Flooding	High	High	High
Freezing Weather	Low	Low	Low
Tornadoes	Low	Low	Low
Power Outages	High	High	Medium
Civil Unrest	Low	Low	Low
Terrorist Attacks	Low	Low	Low
Hazardous materials Exposure	Medium	Medium	High
Nuclear Accident	N/A	N/A	N/A

Local Emergency Information

Volusia County

Volusia County Emergency Operations Center (CEOC) is the central command center for emergency response in Volusia County. Key disaster response officials, including the Volusia County Council Chair, the Volusia County Manager and the Emergency Management Director, convene in this specially-designed facility to

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make the strategic decisions necessary to protect the public during emergencies, which include hurricanes, civil unrest, wildfires and mass casualty incidents.

A bunker facility, the CEOC is situated west of Daytona Beach off U.S. 92. It was built in 1976 with a federal grant and is capable of operating during almost any type of disaster. The 8,000-square-foot building originally housed the Communications Center for the Volusia County Sheriff's Office. Today, its principal use is for Volusia County Emergency Management.

Operations room is the 'nerve center'

The Operations Room is central to the CEOC. It serves as the 'nerve center' during emergency operations. Working space is provided for all disaster response Emergency Support Functions (ESFs) and representatives of Volusia 16 cities. The Operations Room can accommodate 59 people and is equipped with extensive telephone, data and radio systems, which allow emergency response personnel to coordinate disaster operations. An audio-visual system, integrated with the CEOC's computer network, has the capability to keep the emergency staff current on developing situations during emergencies, while also providing an excellent training facility with many different applications.

Public information a key function

Keeping the public informed during a disaster is a major responsibility of Volusia County Emergency Management. A Citizens Information Center and a Media Center provide accurate and timely information to the public during emergency operations. Through an agreement with Volusia County, WNDB 1150AM/WHOG 95.7FM radio and WCEU TV-15 are Volusia County's official emergency management information stations. WNDB, has a broadcast outlet at the CEOC. WCEU enhances the County's ability to provide critical public safety information with a direct, live television connection.

Access to the Emergency Alert System (EAS) allows emergency messages and warnings to be sent to area radio and television stations for immediate rebroadcast to the public.

Other enhancements include access via a video link to the Daytona Area Smart Highways (DASH) system operated by the Florida Department of Transportation. DASH allows television surveillance of the Interstate 4 and 95 corridors through Volusia County providing vital information during an evacuation.

The CEOC houses the administrative offices of the Emergency Management Services staff and the Policy and Recovery Group rooms.

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State-of-the-art communications

A renovation and upgrade of the CEOC has enhanced the ability of emergency response personnel to coordinate and direct emergency response efforts throughout Volusia County. The CEOC is connected to an internal Local Area Network (LAN) and to an external Wide Area Network (WAN). Communications include amateur radio and computer assisted dispatch (CAD) for the Volusia County Sheriff's Office and Fire Services and interface with the countywide 800 Megahertz communications system. The facility also is linked to Florida's Emergency Operations Center, or their Florida counties and the National Weather Service (NWS) via a voice/data satellite communications system (ESATCOM). Weather information alerts are received from the NWS via satellite receiver. A broad range of weather information is accessible from the Data Transmission Network (DTN).

Alternate power sources available

A 300-kilowatt diesel generator provides backup power to the CEOC. The CEOC also houses the countywide 800-megahertz radio computers, criminal justice computer system and a County telephone switch, and has a 115-kilowatt LP gas generator as an additional backup. A kitchen, eating area and sleeping quarters make the CEOC self-sufficient. Emergency food supplies and a separate well can sustain emergency response workers who may be isolated in a disaster.

Emergency Numbers:

Flagler County

Flagler County	386 437-7381
Information Line	386 437-8202

Volusia County

Daytona Beach	386 258-4088
Deland	386 736-5980
New Smyrna	386 423-3395

Putnam County

Palatka	386-329-0379
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STATE AND LOCAL EMERGENCY PROCEDURES ACTIVATION

There are four basic emergency scenarios, which could occur, each requiring the circuit to respond in vastly different ways. These include:

1. Single CPC facility involvement. This is a situation in which only CPC is involved. An example would be a fire, power outage, broken water pipe, or other event, which affects one or two service delivery sites. Neither the county nor State Emergency Operations Centers will be activated. Only CPC will be involved and the flow of information would be through the CEO or his/her designee to the Circuit Administrator or Regional Headquarters, if necessary.
2. The County EOC is opened but the State Emergency Operations Center is not. An example would be localized flooding due to strong westerly winds during an unusually high tide or heavy rains. In this scenario, one or possibly all counties in the circuit are affected enough to open their respective Emergency Operations Centers. However, the situation is insufficient to justify the initiation of operations at the State Emergency Operations Center. Analysis of local damage and operational status will be required. Specific site information will be provided to the CEO or his/her designee for relay to the Circuit Administrator or REGION Headquarters.
3. The State EOC is opened but local Emergency Operations Centers are not. Hurricane Andrew and the flooding in the Florida Panhandle are examples of this situation. Previously identified circuit resources and assistance teams will be prepared to respond to a call for deployment from the State Emergency Operations Center. CPC is responsible for notifying the Circuit Administrator or REGION Emergency Operations Center as to resources available (both staff and materials) and readiness status of these resources.
4. Both the county and the State Emergency Operations Centers are opened. In this scenario, REGION and CPC services are severely impacted. In order to restore services, CPC and REGION will need to fully respond and extensive outside assistance may be required. Damage assessments and needs identification will be completed. Concise information will be promptly forwarded to the State Emergency Operations Center through the county Emergency Operations Center.

The CEO may activate the Emergency Operations Center in response to any of the four vastly different scenarios described above. In order for the circuit to

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most effectively manage its limited resources, the following guidelines will be used:

SINGLE FACILITY INCIDENT

In the event of an incident involving one or two CPC service delivery sites, the following actions will be taken:

1. The senior staff member at the affected site will promptly notify the CEO or their designee. This notification will include:
 - a. Facility location and the name of the person in charge.
 - b. Can damage be assessed by staff on site OR does the CPC Site Damage Assessment Team (SDAT) need to be sent to the site
 - c. Any injuries or deaths.
 - d. Current location and status of staff and clients.
 - e. Ability of the site(s) to initiate and maintain service delivery.
2. If necessary, clients with appointments at the affected site(s) will be notified as soon as possible and rescheduled.
3. The senior staff member will complete a **Damage Assessment, Part 1: Structural Damage** and forward this assessment to the CEO and the Circuit Administrator or their designee within four hours.
4. If necessary, appropriate on-site staff will complete a **Damage Assessment, Part 2: Equipment and Supplies** and **Emergency Requisition Form** for resources needed but not available at the site. Completed requisition forms will be attached to the damage assessment and sent to the Director of Quality Management/Emergency Coordinator within eight hours.
5. Once a damage assessment and **Emergency Requisitions** have been received from either the on-site damage evaluator or the CPC SDAT, the Service Delivery Restoration Team (SDRT) will meet to determine the action(s), resources, and time required to place the facility back in service. The SDRT will consist of:
 - a. CEO
 - b. Chief Operating Officer
 - c. Chief Financial Officer
 - d. Director of Case Management
 - e. Director of Clinical Services
 - f. Director of Support Services
 - e. Any other staff deemed appropriate by the CEO
6. If the resources required to restore services are available locally (within the organization), they will be deployed to the affected site and department headquarters in the circuit need not be notified.

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7. If the resources that are required to restore services are not available within the organization. CPC will notify the DCF Operations Manager that state assistance will be necessary to put the affected site back in service. Specific needs should be clearly indicated.
8. The site specific alternate service delivery plans which have been prepared by each site may be activated. Service delivery will proceed either at the affected site or the designated alternate site.
9. The SDT will closely monitor progress until repairs are completed.

SINGLE COUNTY INCIDENT

If an incident affects a single county within CPC's service area, but is not extensive enough to require activation of the State Emergency Operations Center, the following actions will be taken:

1. If the county Emergency Operations Center is activated, assigned CPC will report there for duty.
2. The CPC Emergency Response Team may initiate operations, at the discretion of the CEO, with the following staff and their designated alternates and support personnel:
 - a. CEO
 - b. Chief Human Resources and IT Officer
 - c. Any other staff deemed appropriate by the CEO
3. Sites may be required to implement site-specific disaster recovery plans at the affected facilities, including alternate staging and service delivery location provisions.
4. Clients with appointments at the affected site(s) will be notified as soon as possible and rescheduled.
5. CPC Emergency Response Team may be deployed to the affected facilities to determine operational status. If Emergency Response Teams are sent to the site, the team will promptly complete a **Damage Assessment Form, Part 1: Structural Damage**, which will be submitted to the CEO. If the Emergency Response Team is not sent to the site, the on-site lead staff member will complete the initial written damage assessment following the same guidelines.
6. If additional resources are needed but are not available at the site, senior staff will complete a **Damage Assessment, Part 2: Equipment and Supplies** and **Emergency Requisition Form**. Completed requisition forms

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will be attached to the damage assessment form, and, within eight hours, this package will be sent to the Chief Financial Officer/Emergency Coordinator.

7. Based on input from the Emergency Response Team and on-site staff, the Chief HR and IT Officer/Emergency Coordinator will establish time frames for repairs and determine whether local resources are sufficient to fully restore service delivery or if state level assistance will be necessary.

STATE EMERGENCY OPERATIONS CENTER ACTIVATED, CPC UNAFFECTED

In this situation, an area of the state is impacted severely enough to warrant activation of the State Emergency Operations Center, but the event does not directly impact CPC. Under the provisions of the Florida Comprehensive Emergency Management Plan, no outside assistance will be provided to an affected area without the approval of and coordination with the State Emergency Operations Center. This procedure has been adopted to ensure that the relief effort is coordinated and that maximum benefit is received from available resources. CPC's primary role will be to provide resources as requested by the State Emergency Operations Center. This will include but not be limited to the following:

1. CPC staff will be trained to serve on relief teams for emergency operations. CPC will maintain a current list of trained staff and material resources which could be used for prompt deployment to an affected area. A team leader will be appointed for each relief team.
2. As soon as the State Emergency Operations Center alert is received by the Circuit or Region, CPC staff and supplies will be placed on standby for rapid deployment into affected areas. Arrangements should be in place for transportation of teams and supplies. Teams should be capable of self-sufficiency for a period of 72 hours after deployment.
3. Upon request by the following the direction of the State EOC, Region relief teams and materials will be provided to the affected areas.
4. If deployed, team leaders will provide routine reports to CPC regarding progress of the recovery.
5. Support efforts will be maintained as long as necessary to complete the relief mission.
6. After notification by the State Emergency Operations Center that the emergency need has ended, the relief team leader(s) will provide

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documentation to the circuit regarding staff and material resources utilized. The following written documentation will be provided to the Chief Financial Officer/ Emergency Management Coordinator:

- a. Copies of Employee time sheets
- b. Transportation Records
- c. Staff Assignment Logs
- d. Supplies/Materials Logs

The Chief Financial Officer/Emergency Coordinator will provide these records to appropriate department emergency operations staff in the local Region headquarters for cost verification and reimbursement from the Federal Emergency Management Agency (FEMA). A duplicate of all records will be maintained in CPC.

STATEWIDE EMERGENCY, LOCAL AREA AFFECTED

This will be a “worst case” scenario. It is a disaster, which is serious enough to warrant statewide mobilization and one, which also directly impacts the Region. Both the state and local Emergency Operations Centers are activated and the event will cause enough local damage to severely limit the circuit’s ability to promptly recover. Local resources will be scattered, degraded, and unable to promptly and effectively respond. In this situation, the following procedures will be followed:

1. When possible, appropriate pre-disaster activities will be completed prior to the event according to the provisions of this document and the site-specific disaster management plans.
2. CPC Emergency Response Team will initiate operations following the guidelines and procedures outlined in this plan.
4. All site-specific disaster recovery plans will be initiated.
5. Prescribed disaster response activities for each service delivery site will continue until recovery has been completed.

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Incident Command System Overview

CEO

It is the responsibility of the CEO or their designee to take charge of any emergency and to direct all emergency efforts in regard to the event. It is possible for the CEO to designate a responsible officer to perform this function in an emergency of a local nature until such time as the command officer is able to reach the affected area or have the Deputy Incident Command Officer or CPC's Emergency Coordinator dispatched to the scene of the event in questions.

In the event of circuit wide or widespread destruction such as a major hurricane or tornado, it is the CEO's responsibility to coordinate the agency response with local, state and federal authorities.

In this role, the CEO will be assisted by their staff and will accomplish their mission before, during and after the emergency.

This manual is designed to assist the CEO and the Emergency Response Team in their efforts and to provide them with guidelines for the effective direction of staff first in the preparation of the agency for the event and in the incident of a long-term event of recovery from a major catastrophic occurrence.

From first notification to final wrap up, the CEO and Chief Operating Officer must be kept apprised of all events and activities, which are on going in either disaster preparation or recovery. These two officers will form the backbone of the command and control teams, which will direct the efforts of CPC, and outside relief teams.

EMERGENCY OPERATIONS COMMAND CENTER

STAFFING - CHAIN OF COMMAND AND FUNCTIONS

The CPC Emergency Operations Command Center will be housed in the Deland Office. This room has been equipped with supplemental telephone lines and auxiliary electric power access.

For purposes of emergency operations, general telephone numbers are (386) 736-5400 and the fax number will be (386) 736-5413. Specific telephone numbers are provided in subsequent sections of this plan.

Unless otherwise directed by the Incident Command Officer, if a section head and his/her back-up are absent from the EOCC at the initiation of operations, the senior staff member in that section who is present will assume responsibility for and leadership of that section or program.

As previously indicated, comprehensive preparation and recovery activity information for each program and management entity is provided in the site specific emergency operations plans. The CPC Emergency Management Coordinator maintains a copy of all plans. Lead staff for each program maintains a copy of their respective current plan.

Members of the SDRT are expected to keep abreast of tropical weather conditions during Hurricane Season. When a Hurricane Watch or Hurricane Warning is issued for any part of Volusia, Flagler and Putnam counties, all members of the SDRT who have Sprint cell phones will activate them. In addition, any member of the SDRT who cannot be reached at one of the emergency telephone numbers provided in this plan must promptly call either the Incident Command Officer, Deputy Incident Command Officer, or Operations Officer and provide a telephone number where they can be reached and provide a telephone number where they can be reached.

The Command Center will require the following equipment for each area:

Tables

Telephones

Electric power source

Fax Equipment

Chairs

Computers

Radio equipment

INCIDENT COMMAND OFFICER

EMERGENCY OPERATIONS PHONE: 386 736-5400

FAX NUMBER: 386 736-5413

NAME/ADDRESS	TITLE	HOME	CELLULAR
Mark Jones	CEO	386-304-9777	386-547-8924
BACK-UP:			
Karin Flositz	COO	386-562-5093	386-566-7879
Kristin Pandolfi	HR Manager	407-832-0017	386-589-7148

Emergency Responsibilities

The Incident Command Officer has the ultimate responsibility for all elements of the development, approval, implementation, and operation of CPC's disaster plans, operations and the EOCC. The Incident Command Officer will also ensure that appropriate information and requests for assistance are forwarded to the state EOC.

Mark Jones, CEO of CPC will coordinate all public information releases to the public, staff and clients that relate to emergency operations of CPC in times of emergency.

The ICO will assume the liaison function between local, state and federal authorities in times of emergency.

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INCIDENT LOGISTICS OFFICER

EMERGENCY OPERATIONS PHONE: 386 736-5400

FAX NUMBER: 386 736-5413

NAME/ADDRESS	TITLE	HOME	CELLULAR
Roxanne Denning	Executive Assistant	Will be provided when plan is accepted	386-566-7877
BACK-UP:			
Kristin Pandolfi	HR Manager	407-832-0017	386-589-7148

Emergency Responsibilities:

1. Logistics Section will assist and support the Emergency Operations Command Center by ensuring that emergency purchasing and other financial capabilities are in place, including but not limited to:
 - a. Issuing emergency purchase orders and, arranging for delivery of items such as bottled water, food, blankets, portable toilets, generators, etc.
 - b. Ensuring the necessary audit trail.
 - c. Receive and process completed Emergency Requisition Forms.
2. Inventory, activation, and appropriate redistribution of current and auxiliary cellular telephones.
3. Inventory of all spare cellular telephone batteries and chargers.
4. Maintain up-to-date cellular telephone list.
5. Secure storage of all cellular telephones not issued to staff.
6. Ensure proper installation, activation, and operation of telephone communication systems at the Emergency Operations Command Center.
7. Prioritization of required repairs and notification of appropriate contracted vendors.

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8. Installation and maintenance of Fax equipment in the EOCC.
9. Installation and maintenance of automated (voice mail) telephone lines for Volusia, Flagler and Putnam Counties. These lines will be used to provide information to staff regarding the operational status of service sites (i.e. site closures, alternate assembly points, etc.).
10. Ensure that all computers, printers, modems and related equipment is relocated and in working order at the EOCC.
11. Restore and maintain critical computer and data processing operations within CPC.
12. Conduct on-site repair of computer systems following a disaster.
13. Any other duties assigned by the CEO or his/her designee.

Incident Operations Officer

EMERGENCY OPERATIONS PHONE: 386-736-5400

FAX NUMBER: 386-736-5413

NAME/ADDRESS	TITLE	HOME	CELLULAR
Roxanne Denning	Executive Assistant	Will be provided when plan is accepted	386-566-7877
BACK-UP: Kristin Pandolfi	HR Manager	407-832-0017	386-589-7148

Emergency Responsibilities:

1. Assist in the preparation and annual updating of site/program specific CPC emergency operations plans.
2. Review all CPC site/program specific emergency operations plans ensuring that each follows the current standardized format and that content is realistic and complete.
3. Maintain a copy of each current approved program/site emergency operations plan.
4. Provide training as requested regarding the EOCC and other emergency operations related topics.
5. Service as the CPC Planning officer for all emergency operations during and following an emergency event. (At the direction of the ICO)
6. Routinely monitor tropical weather conditions throughout the hurricane season and other potential emergency conditions/situations. Advise the Incident Command Officer as indicated.
7. Coordinate CPC participation in the annual statewide hurricane exercise.
8. Help develop and coordinate period exercises designed to help ensure the viability of this plan.
9. Any other duties assigned by the CEO and his/her designee.

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DIRECTOR OF INFORMATION & TECHNOLOGY

EMERGENCY OPERATIONS PHONE: 386 736-5400

FAX NUMBER: 386 736-5413

NAME/ADDRESS	TITLE	HOM	CELLULAR
Jeff Halcomb – Partnership for Strong Families	Network Administrator	Will be provided when plan is accepted	386-275-5363
BACK-UP: Jessica Ishmael	 IT Systems Specialist	 Will be provided when plan is accepted	 386-589-7233

Emergency Responsibilities:

1. Ensure that all computers, printers, modems and related equipment is relocated and in working order at the Emergency Operations Command Center.
2. Restore and maintain critical computer and data processing operations within CPC.
3. Conduct on-site repair of computer systems following a disaster.
4. Any other duties assigned by the CEO or his/her designee.
5. Ensure all backup of all computer systems.
6. Provide backup copies of any documents requested by the CEO, Chief Financial Officer and/or the Emergency Coordinator.

HUMAN RESOURCES

EMERGENCY OPERATIONS PHONE: 386 736-5400

FAX NUMBER: 386 736-5413

NAME/ADDRESS	TITLE	HOME	CELLULAR
Kristin Pandolfi	Human Resources Manager	Will be provided when plan is accepted	386-589-7148
Back-up Andrea Voss-Gergely	HR Generalist	Will be provided when plan is accepted	386-931-6122

Emergency Responsibilities:

1. Coordinate the gathering of information regarding disaster related personal needs of CPC staff members and assist in obtaining and distributing needed supplies to staff.
2. Develop and maintain a current plan to provide temporary emergency housing for staff and families as needed at the CPC HQ. This will include but not be limited to:
 - a. Annually (just prior to hurricane season) circulate information to all CPC staff regarding the availability of temporary emergency housing at the CPC EOC for their immediate family members.
 - b. Maintain a current list of CPC staff and families who will require, and have formally requested temporary emergency housing immediately following a disaster.
 - c. Ensure that all individuals who have properly registered to receive emergency housing assistance have information regarding the limited nature of this temporary housing, items which they **must** bring with them, and responsibilities of each person taking advantage of this housing.
 - d. In conjunction with Services, designate space and monitor the status of individuals who receive temporary housing.
 - e. Communicate any concerns to the CEO or designee as necessary.

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3. Coordinate management of CPC and non-CPC volunteer resources.
This will include:
 - a. Housing
 - b. Proper Identification
 - c. Transportation
4. Insure that staff are informed of the temporary housing option available for their families in emergency situations.
5. Coordinate management of donated goods.
6. Ensure continuity of the payroll system.
7. Provide information and assistance regarding employee benefits.
8. Any other duties assigned by the CEO or his/her designee.

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TRANSPORTATION OFFICER

EMERGENCY OPERATIONS PHONE: 386 736-5400

NAME/ADDRESS	TITLE	HOME	CELLULAR
Roxanne Denning	Executive Assistant	Will be provided when plan is accepted	386-566-7877
BACK-UP: Kristin Pandolfi	Human Resources Manager	407-832-0017	386-589-7148

Emergency Responsibilities:

1. Working in cooperation with the Human Resources personnel, coordinate transportation of relieve staff from both inside and outside the service.
2. Advise staff of local conditions i.e., road closures, etc., within the affected area. Arrange public transportation or rental vehicles for relief workers.
3. Working with program staff, to arrange for transportation for clients.
4. Monitor and routinely report to the Incident Command Officer current information regarding:
 - a. Travel conditions within the affected area
 - b. Fuel availability
 - c. Client and staff transportation needs
 - d. Transportation options available (including Providers) in the affected area
5. Any other duties assigned by the Incident Command Officer or his/her designee.

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PROGRAM OPERATIONS

EMERGENCY OPERATIONS PHONE: 386 736-5400

EMERGENCY CLIENT STATUS PHONE:

NAME/ADDRESS	TITLE	HOME	CELLULAR
Kellie Daniels	Director of Case Management	Will be provided when plan is accepted	386-566-7875
BACK-UP: Jancy Long	POA	Will be provided when plan is accepted	386-547-2206
Carla Harris	POA	Will be provided when plan is accepted	386-547-2176
Danielle McBee	POA	Will be provided when plan is accepted	386-804-9365
Kristi Moulton	POA	Will be provided when plan is accepted	386-804-9878

Emergency Responsibilities:

Responsible for all aspects of the service delivery disaster preparation activities and prompt restoration of services following a disaster. This will include but not be limited to:

1. Ensure approved up-to-date emergency operations plans for each site.
2. Prior to June 1 each year, ensure all CPC case management staff receive training and are thoroughly familiar with their responsibilities during disaster preparation and recovery activities per the appropriate current site specific plan.
3. Coordinate interagency activities as appropriate to the Family Safety and Preservation Services Program during preparation and recovery operations.

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4. Manage all Family Safety and Preservation Services Program contract components during recovery operations from the CPC EOCC.
5. Ensure staff, materials, and supplies are adequate and properly distributed to address foreseeable needs both before and following a disaster.
6. Ensure that each facility operating under the authority of the Family Safety and Preservation Services Program Contract which houses department clients has a current, realistic emergency operations plan.
7. Evaluate, prioritize, and submit to the CEO a summary of the **Damage Assessments, Part 2: Equipment and Supplies** and **Emergency Requisitions** submitted by each of the program's service delivery sites.
8. Provide a plan for the emergency contact of all foster parents prior to an evacuation and provide a detailed listing of the children's location before, during and following an evacuation.
9. Any other duties assigned by the CEO or his/her designee.

Activation Criteria

HURRICANES

As previously indicated, hurricanes are not the only potentially catastrophic events which threaten Florida. However, since their impact is so widely feared and they are so closely associated with the term “disaster” in Florida, additional information is provided in this section of the plan regarding these storms.

Hurricanes have been given the undisputed title of "The Greatest Storms on Earth". Major hurricanes, although rare, are extremely dangerous. The destructive capability of these storms comes from several effects. Severe winds destroy structures and heavy rains cause flooding. Even residences and other structures (especially mobile homes) located well inland are expected to incur damage from hurricane force winds, heavy rain, and hurricane spawned tornadoes. Extensive community disruption may occur as utilities are destroyed and health risks result from contaminated water and unrefrigerated or improperly prepared foods. Ninety percent of lives lost in hurricanes are due to storm surge. While the number of deaths due to hurricanes is decreasing, property damage is on the rise.

Tropical waves, or tropical disturbances, typically originate off the west coast of Africa and move in a westerly direction. If conditions are favorable, a wave may intensify into a tropical depression. A tropical depression is an organized system of clouds and thunderstorms with one or more closed isobars (lines of equal atmospheric pressure), a defined circulation, and maximum sustained winds of 38 miles per hour or less. Further intensification of a system will result in a tropical storm. A tropical storm has closed isobars, a distinct rotary circulation, and sustained winds between 38 and 73 miles per hour. When a storm system reaches this strength, it is given a name. Gale warnings are issued for potentially effected areas when wind speeds reach between 38 and 55 miles per hour. If sustained winds reach 74 miles per hour, the storm is classified as a hurricane. Of course, every tropical wave does not develop into a hurricane. Each storm has a unique "personality".

The Saffir-Simpson Scale is an index used to relate hurricane intensity to damage potential. This scale breaks hurricanes into 5 categories, with 5 being the strongest. The following table is a summary of the scale.

Saffir-Simpson Scale

Category	Winds (mph)	Surge (ft)	Central Pressure (millibars)
1	74 - 95	4 - 5	980 or more
2	96 - 110	6 - 8	965 - 979
3	111 - 130	9 - 12	945 - 964
4	131 - 155	13 - 18	920 - 944
5	more than 155	more than 18	less than 920

The Florida Hurricane Season runs from June 1 to November 30. It is during this time that tropical activity is greatest and hurricanes are most likely to form. Due to its geographic location, Florida is highly susceptible to tropical storms and hurricanes. A major hurricane is generally considered to be the most devastating natural disaster that might strike our service area. Some area service delivery sites are located in areas where heavy flooding is anticipated.

A **Hurricane Watch** is issued by the National Weather Service (NWS) when hurricane conditions **MAY** be present in the designated area within 24-36 hours. A **Hurricane Warning** is issued when hurricane conditions **are imminent** in the designated 24 hours.

According to the 2000 Census, 79% of Florida's total population resides in coastal counties, 11% live in mobile homes, 19% are age 65 or older, and there are currently over 44,000 Floridians registered to receive evacuation assistance.

A Category 3 or higher storm-achieving landfall slightly north of our service area would cause serious flooding in the Volusia and Flagler area. A significant portion of the coastal residents of CPC's coastal counties Volusia and Flagler and adjacent counties would be required to evacuate. CPC would likely be affected by not only the storm but an influx of coastal residents fleeing nearby counties, especially Brevard or St. Johns.

The majority of hurricane related fatalities are drownings. Storm surge is a significant contributing factor to these deaths. Storm surge development takes place over deep water, where the drop in barometric pressure in the storm center causes the sea to bulge. A second action develops as hurricane winds, created by these differences in atmospheric pressure, sweep across the sea surface. This causes a swirling movement of the surface water, which gradually goes down about 300 feet. As long as the swirling takes place at this depth, the sea remains stable.

When a hurricane approaches land, the circling mass of sea water scrapes the ocean bottom, tries to spread out in all directions, and begins to pile up. Surge heights peak as the hurricane makes landfall. The maximum surge occurs 10 - 20 miles to the right of the eye, near the point of maximum winds. The surge

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may lift the ocean 15 feet or more above mean sea level at the coastline, causing severe coastal flooding.

The formation and growth of storm surge is determined mainly by:

- ⇒ the strength of the storm,
- ⇒ the bottom conditions where the surge comes ashore,
- ⇒ and the position of the storm center in relation to the shore.

When storm surge is added to normal tides, storm tides are created. During normal high tide periods, the scope and strength of the surge are intensified.

TORNADOES IN FLORIDA

INFORMATION AND PREPARATION

A tornado is a violently rotating column of air, which extends from a thunderstorm to the ground. It is one of the most violent storms produced in nature. Wind speeds near the vortex or funnel can exceed 250 miles per hour. Tornadoes move at an average forward speed of 40 miles per hour, but the forward speed ranges from stationary to 60 miles per hour. Destruction from a tornado can be almost instantaneous and usually is complete.

Tornadoes may develop under three weather conditions:

1. Along a squall line ahead of an advancing cold front.
2. In connection with a thunderstorm's squall lines during hot, humid weather.
3. In the outermost portion of a tropical storm or hurricane.

Each of these three conditions is frequently fulfilled in Florida. However, since the temperature contrast between air masses is usually less pronounced over our state, tornadoes are less severe in Florida and those that do reach the ground remain in contact for only a short time. The funnel may rise and lower several times during the life of a tornado, sometimes making first ground contact many miles inland.

Tornadoes associated with tropical disturbances are most frequent in September and October when tropical activity is greatest. A tornado which forms over a

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body of water is called a waterspout. Waterspouts usually dissipate soon after reaching shore and typically affect only a small area. **However, any tornado is a dangerous, unpredictable, and potentially lethal event.**

The death rate associated with Florida tornadoes is disproportionately high when compared with the national average. This may be due to several factors including the population density in our state, less public awareness of tornado danger, and inadequate warning systems.

ACTIONS TO BE TAKEN

When a "Tornado Watch" is issued for your area, you should:

1. Keep the radio or television tuned to a local station or to the National Weather Service for additional up-to-date weather information.
2. Keep a watchful eye on local conditions especially the sky to the south and southwest.
3. By telephone, report any revolving, funnel-shaped clouds to the local emergency telephone number, 911.

When a "Tornado Warning" is issued for your area, you should:

1. **HAVE A REASONABLE ACTION PLAN IN PLACE.** Take the best shelter available immediately. The best structure for protection is a steel-framed or reinforced concrete building.
2. Be wary of falling and flying debris.
3. If inside, stay away from windows and, if possible, move promptly to an inner hall on a lower floor.
4. If outside in open country, move away from, or at a right angle to, the tornado's path. If on foot and unable to avoid the storm, take cover in the nearest depression.
5. If a tornado strikes a CPC service site, notify CPC's Headquarters as soon as possible. Be prepared to provide the following information:
 - a. Facility location;
 - b. Whether damage can be assessed locally OR;
 - c. Does the CPC SDAT need to be sent to the site;
 - d. Any injuries;

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- e. Any deaths;
- f. Current location and status of staff and clients, and
- g. Ability of the site to initiate and maintain service delivery.

FLOODS

Flooding can occur by itself or in connection with another event such as a Hurricane or a Tornado. Severe Thunderstorms can also be accompanied with local flooding. In each case, this event tends to be localized to a specific area with a minimum of service locations involved. Could be cause for a full emergency operations team or an abbreviated team dependent on the scope of the flooding and the number of service sites affected.

FREEZES

Freezes are uncommon in Florida but do occur on rare occasions. Primary results are a short closing of service centers due to lack of power or closure of roads make getting to the service center impossible. Abbreviated team should be capable of dealing with this contingency and this should not require the activation of a full emergency operations center unless of a long duration or wide spread area.

FIRES

Wildfires

Wildfires are prevalent in Florida. In 1998 extensive wildfires threatened several facilities with destruction. There were also closures of offices due to wildfire proximity. Service centers could be closed due to the fire threat or an evacuation of the area in question.

CPC emergency management should work closely with local emergency management officials in order to determine if closure of service centers is prudent and necessary.

Fire at a CPC Facility

Like any other structure, CPC's facilities face the possibility of being involved in a full-scale structure fire. These incidents are without warning in nature and activation of the command team is for recovery purposes.

Paramount in facility fires is the safety and safeguarding of employee and client lives. Safe evacuation and notification are the keys to this goal.

Most incidents will not require a full activation of the Emergency Operations Center or the Emergency Response Team.

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VIOLENCE

Incident at a Service Center

Incidents of Violence in the workplace should be handled as prescribed by CPC's policy for Violence in the Workplace.

Terrorism

Incidents of Terrorism should be handled as prescribed in the above mentioned Violence in the Workplace CPC procedure.

Weapons of Mass Destruction

In the event of an incident where a weapon of mass destruction is used or is threatened to be used, facility and circuit command team personnel should follow the instructions of the local police and fire officials on the scene.

Civil Disturbances

In the event of an incident where a civil disturbance is in force, local facility and command team personnel should follow the directions of the local police and fire officials on the scene.

Damage Assessment Team Deployment

Step One: ICO issues instructions to the Damage Assessment Teams to review facilities for damage.

Step Two: Damage Assessment Teams review damage and report back to the ICO.

Pre-storm Decision Timeline

72 Hours Prior to Landfall

CPC Command Team meets to determine threat. Evaluation of NWA data, determine if, when the agency will close. Initial notification of all management personnel to go to standby status.

60 Hours Prior to Landfall

Notification of all CPC sites, damage assessment teams, CPC closure teams and emergency response personnel of timeline to disaster. Make the decision on evacuation of coastal facilities.

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48 Hours prior to Landfall

Notification of all affected area coastal facilities to begin evacuation of all critical records, Data Processing equipment and all other pertinent supplies to a safe refuge. CPC vehicles and/or rental vehicles can be used to accomplish this task. CPC personnel to be primary asset for closure of centers.

24-36 Hours prior to Landfall

Completion of coastal facility equipment and records evacuation. Final decisions on closure of all other facilities in the affected area. Notification of foster parents as to requirements for evacuation and give out the number to call when they have reached safe haven.

24 Hours prior to Landfall

Notification of all employees not to report to work on the day of landfall. (If arrival is due in non-office hours, it could be the day of landfall before the storm)
Publish emergency reporting numbers for employees to call for further instruction and to take care of they're own personal situations.

12 Hours prior to Landfall

Command Team report to the Emergency Operations Center, move vehicles to safety.

6 Hours prior to Landfall

All Command Team members and their families to the command center. Initiate all Emergency Operations Center procedures.

Command Structure

In the event of a major emergency occurrence in the service area, it will become necessary for CPC to provide for a command structure after the normal chain of command has been disrupted. This team will provide guidance for the operation of CPC's recovery plans.

It will also provide a centralized focal point for information receipt and dissemination for the social programs of the circuit.

The CPC Command Team will consist of the Executive Management Team or their designated alternates.

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Support for the command team will vary in conjunction with the emergency at hand and will consist of whom ever necessary to complete the mission.

The command team will work in close coordination with the State Recovery Team out of the State EOC in Tallahassee and the Local Office of Emergency Management Recovery Teams at the County EOCs.

This team will also provide the Operations Officer with all support necessary to address the mental health needs of CPC employees and clients, skills required to provide mental health outreach teams and input on what resources for which to ask the State EOC in order to meet the mission of CPC in recovery.

Damage Assessment Teams

The assignment of these teams largely rests with CPC's Office of the CEO. This area is where the personnel who have the appropriate knowledge to do assessment reside.

The head of the assessment teams will be the CEO or his/her designee. As the head of the assessment team, it will be the team leader's responsible to coordinate all information on the condition of the facilities and to transmit this information into the command and control team.

The team will be dispatched as soon as possible into the affected areas of CPC to make an assessment of what will be needed to re-open the office. This assessment will be transmitted to the Command and Control Team who will forward this information on to the Region EOC Recovery Desk.

The Command Teams Operations Officer will make such arrangements with local authority (Office of Emergency Management) as necessary to get the teams into the affected areas as quickly as is humanly possible. The team's safety will be the determining factor on deployment.

Financial instruments will be provided by the Fiscal Emergency Team as soon as they are capable of issuing revolving fund checks and have received the appropriate approvals from Headquarters in the Region.

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Fiscal Team

The Fiscal Emergency Team will consist of members appointed by Chief Financial Officer or his/her designee. This team will function as support to the Incident Administrative Officer and will be involved in all fiscal matters before, during and after the emergency. All financial records will also be the responsibility of this team.

Definitions

CPC – Community Partnership for Children service provider. A contracted provider of state services. Under contract to the state through the Department of Children and Families. Provides services to foster children and adoption services for a designated area of the state.

DEM – Division of Emergency Management; Office of the State, which will take control of all emergency operations within the state in a declared emergency.

FCHDC - First Coast Hospital Disaster Council; This is the representative council for the hospitals and health care organizations in the Duval and surrounding areas which will assist the Department of Health in emergency services before, during and after the event.

EMS – Emergency Medical Services; Department of Health, Tallahassee. The main operational emergency area of the Department of Health; This group will represent the agency in the state EOC in a declared emergency.

EOC – Emergency Operations Center; Can be the departments, the county or state operations center. This is the controlling site for disaster operations within a specific area.

ESF – Emergency Support Function; These are the support functions which will be utilized to control response in the event of a major disturbance or disruption of normal operations. There are currently 18 ESFs in the state.

OCA – Office of Community Affairs; Governor's Emergency Operations Division, this is the controlling organization for emergency response in Florida.