CONTINUITY OF OPERATIONS (COOP) Plan

PARTNERSHIP FOR STRONG FAMILIES, INC.


March 2013
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PSF Catchment Area
The Partnership for Strong Families, Inc. is vulnerable to a variety of hazards that threaten its staff, providers, and the families we serve. The Comprehensive Emergency Management Plan (CEMP) establishes the framework to ensure that Partnership for Strong Families, Inc. will be sufficiently prepared to manage all hazards. The CEMP outlines the roles and responsibilities of the PSF staff before, during, and after an event. The CEMP addresses the four phases of emergency management – preparedness, response, recovery, and mitigation.

Continuity of Operations Planning (COOP) 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’ requirement to prepare disaster preparedness plans under § 252.365, Florida Statutes. Prior to the unprecedented attacks on the United States of America on September 11, 2001, COOP planning 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 both governmental and private.

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 COOP 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 continuity of essential mission functions across the State of Florida.

D. Shawn Salamida
President and CEO
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. The plan is valid at the Partnership for Strong Families (PSF) headquarters and service sites.

Specifically, this plan is designed to:

a. Ensure that PSF is prepared to respond to emergencies, recover from them, and militate against their impacts.
b. Ensure that PSF 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 - The plan is applicable in the event of notification from either the President/CEO or local area Emergency Management Office based on the scope and impact of the emergency event. The scope of the plan is PSF wide and applies to all facilities and services in our catchment area.

I-3 Supersession - This document supersedes any previous document created that deals with Continuity of Operations.

I-4 Authorities

a. Sections 252.35(2)(k), 252.35(2)(n), Florida Statutes.
b. Executive Order 80-29 (Disaster Preparedness), dated April 14, 1980.

I-5 References


I-6 Policy

a. The President/CEO will maintain and identify PSF’s mission essential functions and the staff to support them.
b. The PSF Executive Administration Office will prepare supplemental plans specifically addressing operations in an emergency that would require a full or partial relocation of the PSF Headquarters Office.
c. The PSF Executive Administration Office is responsible for the annual review and update of this plan that includes a strategic and multi-year planning process, which will include requesting anticipated funding requirements.
d. The PSF Executive Administration Office is responsible for scheduling and conducting periodic tests, training, and exercises in coordination with the Programs and Service Centers relating to the viability and execution of the PSF COOP.

e. The PSF Executive Administration Office is responsible for ensuring that each Service Center within the catchment area has a COOP that is integrated into the overall plan. This will ensure maintenance, operation and funding for a viable COOP capability is included in the plan.

SECTION II: CONCEPT OF OPERATIONS (CONOP)

II-1 **Objectives** - The objective of this COOP is to ensure that a viable capability exists to continue essential Partnership for Strong Families, Inc. functions across a wide range of potential emergencies, specifically when the primary 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 as well as:

a. Ensure the continuous performance of a department's essential functions/operations before, during and after an emergency event,
b. Protect essential 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 the 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 the 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:

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

Additionally the planning assumptions of this plan include:

a. That contact has been lost with higher authority due to the emergency event in question;
b. That the PSF Executive Administration Office will be unable to restore communications within a relatively short period of time;
c. That management personnel at lower levels will be left in command of the facility until such time as normal communications and/or operations can be restored; or
d. 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 the 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 President/CEO or his designee will determine the ARP at the time of activation. Selection of the ARP will be based on the incident or threat thereof, risks assessments, and execution timeframe.
c. Emergency Response Team operations will devolve to a Transition Team if necessary and at the discretion of the President/CEO or his designee. This team will be pre-identified by the President/CEO and be under his or his designee’s direction and control on an interim basis until resumption of full operations can be established at an Alternate Relocation Point.
d. The President/CEO and the relocation group will use mobile communications capabilities until interoperable communications can be re-established at an assembly site or Alternate Relocation Point.

Following the declaration of an emergency or crisis requiring relocation, non-first responder ongoing routine activities in the PSF Headquarters Office may be discontinued, if necessary.

II-3 COOP Execution - The scenarios under which the COOP would be executed include but are not limited to:

a. The isolation of the PSF Headquarters Office due to loss of communications or loss of the facilities in Gainesville;
b. The isolation of a county or facility from PSF Headquarters Office due to loss of communications or loss of the facilities in Gainesville;
c. 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.
d.

1. Emergencies, or potential emergencies, may affect the ability of PSF to perform its mission essential functions from its headquarters located at 5950 NW First Place, Gainesville, FL., hereinafter referred to as PSF Headquarters Office. The following are scenarios that could mandate the activation of the PSF COOP.

(a) The PSF Headquarters Office is closed to normal business activities as a result of an event (whether or not originating in the PSF...
Headquarters Office) or credible threats of action that would preclude access or use of the PSF Headquarters Office and the surrounding area.

(b) The Gainesville, Florida metropolitan area is closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military attack(s). 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 COOPs.

2. 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 Gainesville, Florida area as a precaution, the President/CEO in consultation with senior staff, will activate the PSF COOP. The Alternate PSF Headquarters Office will be located at the Lake City or Trenton Service Center. The Alternate Headquarters will be activated, if necessary and at the discretion of the President/CEO, will continue PSF mission essential functions from that location under the direction and control of the Emergency Response Team until the resumption of full operations is re-established at an assembly site or Alternate Relocation Point by PSF relocation staff.

3. A modified Incident Management Team (IMT) will be identified to serve as an initial relocation team for a COOP activation or potential thereof. This team will be composed of selected members from various programs and administrative personnel who will either relocate temporarily to the Alternate Relocation Point, if necessary, or operate remotely from an assembly site in the Gainesville vicinity. The Incident Management Team will be responsible to continue mission essential functions of PSF within six hours and for a period up to seven days pending regaining access to the PSF Headquarters or the occupation of an Alternate Relocation Point determined by the situational circumstances in the Gainesville vicinity. The balance of the Relocation Group will be composed of selected staff that possesses the knowledge, skills, and abilities to perform PSF mission essential functions.

4. The Alternate Relocation Point will be a designated fixed site, determined by the event or threat. If the PSF Headquarters Office is inaccessible and no threat exists in the Gainesville vicinity, the primary in-town Alternate Relocation Point option is the DCF facility at 1000 NE 16th Avenue would also be an Alternate Relocation Point. If the PSF Headquarters Office is inaccessible and a threat exists in the Gainesville vicinity, the primary out of town Alternate Relocation Point will be selected by the President/CEO based on situational circumstances with the Lake City Service Center as first option.

5. Such incidents could occur with or without warning and during operation or non-operation hours. Whatever the incident or threat, the PSF 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.

6. It is expected that, in most cases, PSF 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 PSF COOP with a complete and orderly alert, notification of all personnel, and activation of the Emergency Response Team.

7. Without warning, the process becomes less routine, and potentially more serious and difficult. The ability to execute the PSF 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 PSF personnel are present in the PSF Headquarters Office or in the surrounding area. The President/CEO or his designee would assume operational direction and control of PSF functions under the worst case scenario.

8. 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. PSF Building Evacuation Plans and 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 PSF Headquarters or off-duty at home or elsewhere, and possibly, the extent of Damage to the PSF Headquarters Office and its occupants.

The Disaster Magnitude Classification definitions will be used to determine the execution level of PSF COOP. These levels of disaster are defined as:

a. 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.

b. 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.

c. 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 President/CEO that a need exists to activate Phase I (see section IV) of the plan within 2 hours of initial notification.
a. The President/CEO in conjunction with appropriate senior staff and the Emergency Coordinator will then decide how much or how little of the COOP that needs to be initiated as a result of the event in progress.
b. If a full implementation is indicated and evacuation of the PSF Headquarters Office is imminent, the Incident Management Team consisting of the Emergency Coordinator, the Information Systems technicians and senior management will move to the alternate site to set up the Emergency Operations Center and get all preparations completed for staffing.
c. If a full implementation is indicated and evacuation of the PSF Headquarters Office is not imminent, the Incident Management Team will make all preparations for opening the Emergency Operations Center at the PSF Headquarters Office and prepare for staffing of said EOC by command team.

If the Emergency Response Team was not activated prior to the situation or event requiring the execution of the PSF COOP, and a COOP situation arises forcing the relocation of the PSF Headquarters Office, the ERT LEVEL III will be activated (PSF employees only) and resume operations at a pre-identified Alternate Relocation Point.

II-5 PSF Key Staff - Key staff making up the Emergency Response Team will be composed of the following staff and others who may be designated by the President/CEO.

a. President/CEO  
b. Senior Vice President of Programs  
c. Senior Vice President of Clinical and Community Services  
d. Senior Vice President of Finance and Administration  
e. Vice President of Human Resources and Staff Development  
f. Vice President of Information Technology  
g. Vice President of Finance  
h. Director of Quality Operations

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

a. 1st Alternative A – PSF Headquarters Office (5950 NW First Place)  
b. 2nd Alternative – DCF Facility (1000 NE 16th Avenue),  
c. 3rd Alternative – Lake City Service Center (1211 SW Bascom Norris Drive),  
d. 4th Alternative – Trenton Service Center (1208 E. Wade St., Bldg C)

II-7 Mission Essential Functions - It is important to establish priorities prior to an emergency to ensure that the relocated staff can complete PSF mission essential functions. All Program Administrators and Unit Supervisors 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.
II-8 **Delineation of Mission Essential Functions** - If the PSF COOP cannot be implemented for any reason, PSF functions will revert to the DCF Gainesville Circuit Office who will then determine which Circuit within DCF, other State agency or other organization will perform this critical mission for North Florida.

II-9 **Warning Conditions:**

a. **With Warning** - It is expected that, in most cases, PSF 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 Emergency Response Team, and deployment of the Incident Management Team to a pre-identified Alternate Relocation Point.

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 PSF personnel that survive. If activation of the Emergency Response Team is not feasible because of the loss of personnel, temporary leadership of PSF will be passed to the central office in Tallahassee.
   1. **Non-Duty Hours** - Although the PSF Headquarters Office may be rendered inoperable, it is likely that the majority of PSF 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 RG will be deployed to support operations for the duration of the emergency.

II-10 **Direction and Control:**

a. Authorized Emergency Response Team/PSF successors to the President/CEO are listed at Annex C. Lines of succession shall be maintained by all Emergency Response Team/PSF organizational elements, reporting to the President/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, Delegations of Authority. Each PSF 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 President/CEO may order activation of the PSF COOP.
   2. The Incident Management Team (IMT), if pre-deployed, may be requested by the President/CEO to disseminate information to all catchment area operations at that time. Pending the activation of the COOP, the IMT will monitor the situation and assist in the notification process as necessary.

II-11 **Operational Hours:**

a. During COOP contingencies, the President/CEO will determine the hours of work for the Emergency Response Team. However, it is expected that the working hours will be similar to normal emergency periods at Partnership for Strong Families, Inc.
b. Certain members of the Emergency Response Team must be prepared to support a 24-7 operation.

II-12 Alert and Notification:

a. Alert Procedures - If the situation allows for warning, staff may be alerted prior to a notification of COOP activation.
   1. Information and guidance for PSF 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 PSF employees should remain at their office or home until specific guidance is received.
   3. The President/CEO or designated successor, as shown in Annex C, will direct the activation of the PSF COOP.

b. Notification Procedures - Upon notification to activate the PSF COOP:
   1. The Emergency Response Team Chief notifies senior management team identified in Table II-1, informing them of the current situation and that the COOP is being activated.
   2. The Senior Management will notify their staff using their internal “phone trees” by contacting the second-level notifiers.
      (a) The notifiers then initiate their respective COOP “phone tree” notification cascade by calling each person in their chain and relaying the information and guidance provided by senior management.
      (b) The persons designated for notification will make a second attempt to contact those individuals whom were not initially available. If this attempt is unsuccessful, the notifier will leave a message.
      (c) Once initial contact is made (message left), notifiers call senior management and report status of cascade, including personnel not contacted.
      (d) Senior management will in turn report status to the Emergency Response Team Chief via telephone.
      (e) For personnel not initially contacted, once the message or page 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) Senior management will notify the Emergency Response Team Chief upon completion of their notification process.
      (i) Notifiers will report all unsuccessful contact attempts to their primary COOP Point of Contact after relocation has been affected.
   3. The Emergency Response Team Chief will notify the Emergency Operations Group and non-Gainesville vicinity PSF personnel that an emergency relocation of PSF COOP is anticipated or in progress.
# Table II-1

**PSF Senior Management Team to be Notified by the Emergency Coordinator**

<table>
<thead>
<tr>
<th>OFFICE</th>
<th>NAME/POSITION TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSF Headquarters Office</td>
<td>D. Shawn Salamida</td>
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<tr>
<td></td>
<td>President and CEO</td>
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<tr>
<td>Communications</td>
<td>Pebbles Edelman</td>
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<td></td>
<td>Senior VP of Clinical and Community Services</td>
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<tr>
<td>Support Services</td>
<td>Michael Reneke</td>
</tr>
<tr>
<td></td>
<td>Senior VP of Finance and Administration</td>
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<tr>
<td></td>
<td>Amanda Gray</td>
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<td></td>
<td>VP of Finance</td>
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<tr>
<td>Program Operations</td>
<td>Thelma Clayton</td>
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<tr>
<td></td>
<td>Senior VP of Programs</td>
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<tr>
<td></td>
<td>Carol Ruth</td>
</tr>
<tr>
<td></td>
<td>Director of Quality Operations (Trenton)</td>
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<tr>
<td></td>
<td>Latoya Davenport</td>
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<td></td>
<td>Quality Operations Manager (Gainesville)</td>
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<td></td>
<td>Anita Cabrera</td>
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<tr>
<td></td>
<td>Quality Operations Manager (Lake City &amp; Starke)</td>
</tr>
<tr>
<td></td>
<td>Janeen Rawls</td>
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<tr>
<td></td>
<td>Quality Operations Manager (Live Oak)</td>
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<tr>
<td>Information Systems</td>
<td>David Glennon</td>
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<tr>
<td></td>
<td>VP of Information Technology</td>
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<td></td>
<td>John Cook</td>
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<tr>
<td></td>
<td>Network Administrator</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Robert Holowiak</td>
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<td></td>
<td>VP of Human Resources &amp; Staff Development</td>
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<tr>
<td></td>
<td>Chastidy Starling</td>
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<tr>
<td></td>
<td>Backup Human Resources</td>
</tr>
</tbody>
</table>
SECTION III: RESPONSIBILITIES AND PROCEDURES

III-1 Emergency Response Team Procedures - Circuit Emergency Response Team Procedures. These procedures are outlined in the circuit emergency operations manual, pages 16-33. All areas of response are covered within these pages and account for all emergency procedures in place in the circuit.

a. President/CEO - shall act as the Incident Command Officer in the event of an emergency event that will result in a city wide or multi-county disruption of services. He may designate a replacement if he feels the emergency is of a localized nature and does not require a full command team to be organized.

b. Senior Vice President of Programs - Shall act as the deputy incident command officer in any event that will result in Emergency Operation Center operations on a 24 hour a day basis. He or she will have the same duties as the President/CEO being absent at the time of the emergency or incapacitated and unable to continue to function as the incident command officer.

c. Emergency Coordinator (Senior Vice President of Finance and Administration) - Shall act as the emergency operations officer at the PSF Emergency Operations Center and will coordinate all emergency planning and response operational activities directed by the President/CEO. This officer will head up the Incident Management Team that will consist of the Vice President of Information Systems Coordinator and Senior Vice President of Clinical and Community Services and other delegated staff. It will be the responsibility of the Emergency Coordinator to take the instructions of the Incident Command Officer (ICO) and turn them into operational action plans for ICO approval and implementation. The Emergency Coordinator will also ensure adequate purchasing resources to meet the requirements of the circuit before, during and after the event by arranging for adequate preauthorized credit limits on Purchasing Cards. He/she will request the US Postal Services to forward mail for the PSF Headquarters Office to the appropriate Alternate Relocation Point if the situation is expected to persist for several days. He/she will coordinate any housing, transportation and food needs.

d. Director of Quality Operations – will be responsible for notification of quality operations staff regarding an incident, and conversion of operational plans into action for the delivery of services to our client base after the emergency event. Notification will be performed through a series of phone trees updated and maintained by the Director of Quality Operations.

e. Vice President of Information Systems - It is the responsibility of the Information Systems department to assure all computer and communications equipment required for the opening of the Emergency Operations Center is available and in good working order. They will install said equipment in the Emergency Operations Center on notification from the President/CEO and/or Emergency Coordinator. 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. Telecommunications and Information Technology Support is detailed in the PSF Emergency Plan for Information Systems.

f. **Fiscal Responsibilities** - It is the responsibility of the Vice President of Finance to designate the fiscal officer for the control and recording of all expenses incurred before, during and after the emergency event.

g. **Vital Records** - Vital records will be shipped to the closest service center that is still a viable option for storage and retrieval until such time as they can be returned to the original location.

h. **Human Resources Responsibilities:**
   1. Be prepared to provide staff for the Emergency Response Team.
   2. Develop Office COOP Implementation Plans.
   3. Appoint a COOP representative to the PSF COOP Working Group, and keep the Emergency Coordinator informed of any change.
   4. Serve as centralized coordination point for personnel augments.
   5. Coordinate with the Public Information Officer on amplification guidance to PSF personnel, relocated and non-first responder.
   6. Ensure provisions for the completion of time and attendance (T&A) functions by one or more Emergency Response Team members.

i. **Personal Preparedness** – The personal requirements for assigned employees will be their responsibility.

j. **Site Support Procedures** - These procedures are detailed in the Site Specific Plans for each location, which are contained in the PSF Emergency Plan.

### III-2 Alternate Relocation Point Facility Manager Responsibilities:

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

b. Identify those Alternate Relocation Point mission essential functions that can be deferred or terminated in the event the PSF COOP 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 Incident Management Team if applicable.

e. Maintain a current roster of designated COOP site-support staff personnel.

f. Support periodic coordination visits and annual exercises.

g. Keep the Emergency Coordinator informed of any site vulnerabilities or changes in site resources that may impact the effective execution of the PSF COOP.

h. In conjunction with the Office of the President/CEO, support the orderly transition of all PSF functions, personnel, equipment and records from the Alternate Relocation Point to a new or restored PSF office facility.

### III-3 Personnel Coordination:

a. If necessary, the Incident Management Team will deploy to the Alternate Relocation Point and transition management of the PSF mission essential
functions for up to 30 days at the Alternate Relocation Point. When the PSF Headquarters Office 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 PSF Headquarters Office.

b. Following activation and deployment of the Emergency Response Team, Sections and Offices may request additional personnel as augments at the Alternate Relocation Point, if space is available.

c. During COOP operations, personnel not activated as members of the Emergency Response Team or designees, will be provided information on their status by calling the PSF Emergency Phone Line at 888-886-1229 and/or by public service announcements provided by local media.

III-4 Vital Records:

a. One of the PSF COOP 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 functioning or reconstitution of an 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 PSF mission essential functions under any emergency or potential emergency.

III-5 Telecommunications and Information Systems Support - In general, telecommunications capabilities exist at a sufficient capacity at each primary Alternate Relocation Point facility. It is imperative that Offices ensure that unique or critical information system requirements are considered in planning and, if appropriate, are identified as capabilities to be provided by Information Systems
staff at the Alternate Relocation Point. All telecommunications and information support requirements should be detailed in individual Program/Office COOP Implementation Plans and be fully coordinated with the Information Systems Coordinator to ensure coordination with the Alternate Relocation Point Facility Managers. All Sections and Offices shall maintain all necessary and up-to-date files, documents, computer software, and Databases required carrying out mission essential functions.

### III-6 Transportation

- The Support Services Section will disseminate information related to local travel and temporary work location when the PSF COOP is activated. General information about transportation is provided following;

  a. **Transportation.**

     1. To the extent possible, Incident Management Team and the Emergency Response Team along with PSF personnel activated are encouraged to use their privately-owned vehicles to commute to an assembly site or pre-identified Alternate Relocation Point.

     2. If necessary, following notification of an alert, the designated Alternate Relocation Point Facility Manager will develop a transportation plan based upon the response required to meet a particular type of emergency for deploying Emergency Response Team personnel.

### III-7 Security and Access Controls:

- The Support Services Manager will ensure that the PSF COOP and the Building Evacuation Plans for the PSF Headquarters Office are complementary and coordinated if a COOP activation is required. Each Senior Management Team member is responsible for the protection of personnel and vital records before to, during, and after COOP operations.

### III-8 Personal Preparedness:

  a. **Personal Items** - Each Emergency Response Team member assigned to the Alternate Relocation Point should consider bringing appropriate personal items and changes of clothing. In addition, Emergency Response Team members should relocate with their PSF ID badge for entry into the Alternate Relocation Point.

  b. **Clothing** - Casual dress is generally appropriate while at the Alternate Relocation Point.

  c. **Medical Support** -

     1. The Alternate Relocation Point Facility Manager is responsible for making available medical information and/or treatment for Emergency Response Team members.

     2. Assigned personnel should bring with them an adequate supply of medicines, hearing-aid batteries, eyeglasses, etc.

     3. Contact the Alternate Relocation Point Facility Manager for special arrangements such as refrigeration of pharmaceutical and medical supplies.
4. Assigned personnel are strongly encouraged to bring their health insurance cards.

III-9 Site-Support Procedures
a. The Alternate Relocation Point Facility Manager is responsible for developing PSF COOP Site-Support Procedures that identify the requirements for receiving, supporting and relocating the PSF Incident Management Team and Emergency Response Team that consists of approximately 6 to 8 employees. The site-support procedures should ensure sustained operations for up to 30 days with resource support. The Alternate Relocation Point must be ready to support the 3 to 4 member IMT within six hours and fully operational within 12 hours of activation to support additional 3 to 4 members of the Emergency Response Team.
b. The Alternate Relocation Point Site-Support Procedures will describe in detail the procedures for providing, as a minimum: facility access and control, in processing, office and billet (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 PSF COOP. 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 site at the PSF Headquarters Office or at home or elsewhere, and possibly, the extent of damage to the PSF Headquarters 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 PSF-notification process is intended to allow the smooth transition to the Incident Management 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 Emergency Response Team and non-first responder PSF employees that relocation is imminent.
2. An announcement of a PSF COOP activation that directs the Incident Management Team to report to an assembly site or a designated Alternate Relocation Point, and provides instructions for PSF senior managers for time of movement, reporting, and transportation details to an assembly site or a designated Alternate Relocation Point.
3. Instructions to the Command Team to report for departure and relocation to a designated Alternate Relocation Point, when selected and prepared, and instructions to non-first responder employees.

b. Upon receipt of a COOP alert from the President/CEO, or a designated successor, the Emergency Response Team Chief notifies the Program/Office heads that in turn notify their staff using their internal telephone notification cascades. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.

c. The Emergency Coordinator notifies the operational personnel in PSF that an emergency relocation of the PSF COOP is anticipated or in progress.

IV-2 Initial Actions:

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

b. The President/CEO directs the Emergency Coordinator to immediately deploy an Incident Management Team to an assembly site or the designated Alternate Relocation Point.

c. The Emergency Coordinator will activate the Incident Management Team for an immediate deployment to the designated Alternate Relocation Point or assembly site.

d. The Emergency Coordinator notifies the designated Alternate Relocation Point Facility Manager to expect the relocation of the Emergency Response Team/Circuits 3 & 8.

e. The Emergency Response Team 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 Alternate Relocation Point.

f. The designated Alternate Relocation Point Facility Manager prepares the Alternate Relocation Point for Emergency Response Team/PSF operations.

g. The Circuit Operations Manager notifies PSF Program/Office Heads and provides instructions and guidance on operations and the location of the Alternate Relocation Point.

h. The Emergency Coordinator notifies the State Warning Point that an emergency relocation of PSF is anticipated or is in progress.

i. Program/Office Heads begin their notification cascades. After the cascades are complete, the results, including individuals not contacted are reported to the operations officer.

j. The Incident Management Team members report to an assembly site or deploy to the designated Alternate Relocation Point to assume PSF mission essential functions.

k. Incident Management 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. Emergency Response 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 is being vacated.

n. The Emergency Coordinator takes appropriate measures to ensure security of the PSF Headquarters Office and equipment or records remaining in the building in coordination with the Local Police Department.

**IV-3 Activation Procedures Operating Hours:**

a. The President/CEO notifies the Emergency Coordinator of the emergency requiring activation of the PSF COOP.

b. The Emergency Coordinator activates the PSF COOP and notifies the appropriate Alternate Relocation Point Facility Manager.

c. The Emergency Coordinator notifies the members of the Incident Management Team to begin moving to an assembly site or to the designated Alternate Relocation Point facility immediately. (See Section III-3 through III-12.)

d. Incident Management Team immediately deploys to a designated Alternate Relocation Point to assume mission essential functions.

e. If already at the PSF Headquarters Office, the Emergency Response Team members and other PSF 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-Operating Hours:**

a. The President/CEO notifies the Emergency Coordinator of the emergency requiring activation of the PSF COOP.

b. The Emergency Coordinator activates the PSF COOP and notifies the appropriate Alternate Relocation Point Facility Manager.

c. The Emergency Coordinator directs the Emergency Response Team to begin movement of Incident Management Team to an assembly site or to the designated Alternate Relocation Point facility immediately. (See Section III-3 through III-12.)

d. Incident Management Team immediately deploys to an assembly site or a designated Alternate Relocation Point to assume mission essential functions.

e. The Emergency Response Team personnel and other PSF 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 President/CEO in coordination with the Emergency Coordinator and Emergency Response Team at the time PSF 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 Relocation Point. Specific instructions will be provided at the time a deployment is ordered.

a. The President/CEO directs Emergency Coordinator to begin deployment of the Incident Management Team members to the Alternate Relocation Point. (See Section III-3 through III-12.)
b. The Emergency Coordinator directs the Incident Management Team to either relocate to a designated assembly site or an Alternate Relocation Point. Team members should ensure that they have their official drive-away kits and the personal preparedness bags.
c. Members of the Senior Management team immediately begin movement taking with them 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-first responder PSF Personnel. Non-first responder personnel present at the PSF Headquarters Office at the time of an emergency notification will be directed to proceed to their homes or other PSF facilities to await further instructions. At the time of notification, information will be provided on routes that should be used to depart the PSF Headquarters Office and other appropriate safety precautions. During non-duty hours, non-first responder personnel will remain at their homes pending further guidance.

IV-6 Transition to Alternate Operations:

a. Following the activation of the PSF COOP and establishment of communications links with the President/CEO and Incident Management Team at an assembly site in the Gainesville vicinity, the President/CEO or their designated successor orders the cessation of operations at the PSF Headquarters Office.
b. As appropriate, press, news media, outside customers, vendors and other service providers are notified by the Communications Officer or his designee that the Emergency Response Team has been temporarily relocated.

IV-7 Site-Support Responsibilities - Following notification that a relocation of the PSF Headquarters Office has been ordered or is in progress, the appropriate Alternate Relocation Point Facility Manager will implement PSF COOP Site-Support Procedures and prepare for the activation of the PSF COOP and to receive the Incident Management Team within six hours and the Emergency Response Team within 12 hours. The Alternate Relocation Point Facility Manager is authorized to direct site personnel to site, or may direct site personnel to remain or return home pending further instructions.

SECTION V: PHASE II – ALTERNATE OPERATIONS

V-1 Execution of Mission Essential Functions - Upon activation, the Incident Management 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/office personnel and resources;
c. Continue PSF essential functions;
d. Report the status of operations to other PSF components;
e. Establish and maintain contact with the Local Emergency Operations Center and Circuit 3 & 8 offices;
f. Plan and schedule relocation site operations;
g. Prepare and disseminate instructions and reports as required;
h. Support the President/CEO and the Emergency Response Team; and,
i. Prepare for the support of Emergency Response Team when directed to report to the designated Alternate Relocation Point or the restored PSF Headquarters Office.

V-2 Establishment of Communications:

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

V-3 Relocation Group Responsibilities:

a. Incident Management Team Responsibilities - As soon as possible following their arrival at the designated Alternate Relocation Point or pre-identified assembly site in the Gainesville vicinity, the Incident Management Team members will begin providing support for the following functions:

1. Establish and maintain communications links with the President/CEO and Emergency Coordinator.
2. Locate and coordinate the Incident Management Team deployment to the designated Alternate Relocation Point based on the President/CEO’s selection.
3. Coordinate preparation of the Alternate Relocation Point facility and prepare for arrival of the Emergency Response Team personnel at the Alternate Relocation Point within 12 hours.
4. Coordinate transition of the PSF mission essential functions to the full Emergency Response Team at the Alternate Relocation Point or reconstituted PSF Office.

b. **Emergency Response Team Responsibilities** - As soon as possible following their arrival at the designated Alternate Relocation Point, the Emergency Response Team members will begin providing support for the following functions:

1. Will report to the Emergency Coordinator to check in upon arrival at the designated Alternate Relocation Point or restored PSF Office.
2. The Emergency Coordinator will disseminate administrative and logistics information to the Emergency Response Team personnel upon arrival. This information should cover a period of up to 30 days.
3. Emergency Response Team personnel will proceed to assigned spaces that will be identified in the Alternate Relocation Point Site-Support Procedures.
4. Emergency Response Team personnel will receive initial in briefing and reports from their respective Incident Management Team members.
5. Emergency Response Team personnel will implement the operations described in Section V-1 above.

**V-4 Augmentation of Staff:**

a. If it becomes evident that the Emergency Response Team cannot ensure the continuous performance of mission essential functions, the President/CEO in coordination with the Emergency Response Team, and the Alternate Relocation Point Facility Manager determine the capacity to augment the staffing. This may require two shifts working on a 24-hour basis.

b. The President/CEO will then request the Emergency Coordinator 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 Relocation Point.

c. It is imperative for COOP operations at an Alternate Relocation Point to ensure a centralized and coordinated roster of personnel due to limited space and resources.

**V-5 Amplification of Guidance to First responder and Non-first responder Personnel:**

a. The VP of Human Resources and Staff Development will develop informative memorandum for dissemination to all PSF employees in regards to the duration of alternate operations, pertinent information on payroll, time and attendance, staff assignments, and travel authorizations and reimbursements.

b. The President/CEO will approve this memorandum and the Senior VP of Clinical and Community Services will then distribute the document to the relocated personnel and the non-first responder staff through appropriate media and other sources that are available.
V-6 Development of Plans and Schedules for Reconstitution and Termination:
   a. The Emergency Coordinator in coordination with General Services and the Operations Manager will develop Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all PSF functions, personnel, equipment, and records from the Alternate Relocation Point to a new or restored PSF Office facility.
   b. Each organizational element, in turn, will designate a reconstitution Point Of Contact to work with the Emergency Coordination Team to develop the appropriate plans and schedules.
   c. The President/CEO will approve the plans and schedules prior to the cessation of operations.
   d. The Emergency Coordinator in conjunction with the Operations 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 Emergency Response Team will initiate operations to salvage, restore, and recover the PSF Headquarters Office after the approval of the local and Federal law enforcement and emergency services involved. Reconstitution procedures will commence when the President/CEO or other authorized person ascertains that the emergency situation has ended and is unlikely to recur. Once the appropriate PSF 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 Relocation Point with support from other circuits if necessary.
   b. Begin an orderly return to the PSF Headquarters Office and reconstitute from remaining PSF or other resources.
   c. Begin to establish a reconstituted PSF Office in some other facility in the Gainesville, Florida vicinity.

VI-2 Procedures - Upon a decision by the President/CEO or other authorized person that the PSF Headquarters Office can be reoccupied or that a different facility will be established as a new PSF Office:
   a. The Emergency Coordinator, in conjunction with the Operations Manager, will oversee the orderly transition of all PSF functions, personnel, equipment, and records from the Alternate Relocation Point to a new or restored PSF Office facility.
   b. Each organizational element, in turn, will designate a reconstitution Point Of Contact to work with the Emergency Coordinator and inform office personnel of developments regarding reconstitution.
   c. Prior to relocating to the current PSF Headquarters Office or another building, General Services will conduct appropriate security, safety, and health assessments for suitability.
d. When the Incident Management Team and necessary equipment and documents are in place at the new or restored headquarters facility, the staff remaining at Alternate Relocation 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 Relocation 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 section and branch.

1. **Employee Observation/Comment Forms.** This form is designed to collect information from any employee working during the PSF COOP activation. It will be used to record comments about any action, strength, weakness observed during operations. The Emergency Coordinator 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 Emergency Coordinator 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 PSF 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 ARP will be developed. The recommendations in these areas will immediately be addressed at the next PSF COOP Working Group meeting, and changes will be made by the Emergency Management Team as appropriate.
ANNEX A: DEFINITIONS AND TERMS

A-1 Definitions

a. **ARP (Alternate Relocation Point)** - The alternate PSF facility to which the PSF moves to continue PSF/ERT mission essential functions in the event the PSF Headquarters Office is threatened or incapacitated.

b. **Assembly Site** - Pre-identified temporary field sites within commuting distance of Gainesville, Florida. The assembly sites may be another State, Federal, or commercial location and is used to temporarily stage the IMT pending selection and preparation of the ARP.

c. **Catchment Area** – The geographical area served by Partnership for Strong Families (PSF).

d. **CEMP (Comprehensive Emergency Management Plan)** - The Plan addresses the four phases of emergency management (preparedness, response, recovery, and mitigation), parallels federal activities set forth in the “Federal Response Plan,” and describes how national (Federal and other States) resources will be coordinated to supplement State resources in response to a disaster.

e. **COG (Continuity of Government)** - The preservation, maintenance, or reconstitution of the civil government’s ability to carry out its constitutional responsibilities.

f. **COOP (Continuity of Operations)** - Internal organization efforts to ensure that a viable capability exists to continue mission essential functions across a wide range of potential emergencies through plans and procedures that delineate essential functions; specify succession to office and the emergency delegation of authority; provide for the safekeeping of vital records and databases; identify alternate operating facilities; provide for interoperable communications; and validate the capability through tests, training, and exercises.

g. **COOP Plan** - Plan that provides for the continuity of mission essential functions of an organization in the event an emergency prevents occupancy of its primary office building/location.

h. **Disaster Magnitude Classification** - Chapter 252.35(a), Florida Statutes, requires the CEMP to address minor, major and catastrophic disasters. These levels of disaster are defined as:
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. 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.

   i. **ERT (Emergency Response Team)** - Relocation Group personnel who deploy to an ARP upon receiving a COOP warning or activation. This team is modified from the current organizational structure to fulfill the needs of a COOP situation. These individuals will assume full control of PSF/ERT mission essential functions at a designated ARP. The ERT plus the IMT constitute a complete RG. (See Annex D.)

   j. **IMT (Incident Management Team)** - Relocation Group (RG) personnel who immediately deploy to an assembly site or alternate relocation point upon receiving a COOP warning or activation. This group is modified from the current organizational structure to fulfill the needs of a COOP situation, and will be the initial contingency response team. These individuals identify and prepare the ARP, and prepare for the arrival for the main body of RG. The IMT plus the ERT constitute a complete RG.

   k. **Mission Essential Functions** - Mission essential functions are those functions that enable PSF to provide vital services and maintain the safety and well being of its clients and staff during an emergency. (See Annex C.)

   l. **Multi-Year Strategy and Program Management Plan** - Strategic document prepared to ensure development, operation, maintenance, and funding of a viable COOP capability. Contents should include long-range plan, as well as specific objectives per annum for five years with requisite staffing and program resources to assure completion.

   m. **POC (Point-of-Contact)** - The designated focal point for actions involving a specific plan, as in “COOP POC”.

   n. **PSF Headquarters Office** - Located at 5950 NW First Place, Gainesville, Florida.

   o. **RG (Relocation Group)** - Pre-designated PSF/ERT principals and staff who will move to an ARP to continue PSF/ERT mission essential functions in the
event the PSF complex is threatened or incapacitated. The RG is comprised of a modified IMT plus a modified F-ERT.
Partnership for Strong Families, Inc.

EMERGENCY / DISASTER MITIGATION - PREPARATION RESPONSE and RECOVERY GUIDELINES

Photos obtained from Federal Emergency Management Agency (FEMA) Photo Library
EMERGENCY/DISASTER
MITIGATION, PREPARATION, RESPONSE AND
RECOVERY GUIDELINES

Partnership for Strong Families (PSF) Emergency Management Team has prepared the following guidelines. They are intended to assist staff in preparing for and recovering from any event that adversely affects PSF’s ability to provide appropriate protection and services to clients and staff.

This document supersedes all previous editions. It contains sensitive information regarding staff. Therefore, distribution should be restricted to PSF 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 Michael Reneke / Senior Vice President of Finance & Administration at 352.244.1500.
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DEFINITIONS

ACP – The Association of Contingency Planners. This is an association of private businesses, local and state governmental agencies and charities whose primary function is emergency recovery and resumption of business operations.

DCF – Department of Children and Families

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

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 county or state operations center. This is the controlling site for disaster operations within a specific area.

  ICO – Incident Command Officer (President/CEO)
  DICO – Deputy Incident Command Officer (Senior VP of Programs or designee)
  IOO – Incident Operations Officer (Director of Quality Operations)
  ICO - Incident Communications Officer (Senior VP of Clinical and Community Services)
  IAO – Incident Finance/Administrative Officer (VP of Finance)
  ILO – Incident Logistics Officer (VP of Administration and Quality Management)

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 ESF’s in the state.

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

SAMH – Substance Abuse and Mental Health.

SDAT – Site Damage Assessment Team.
EMERGENCY OPERATIONS

PURPOSE

This document establishes disaster planning, response, and recovery guidelines for Partnership for Strong Families (PSF). 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.

PSF 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 circuit.

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. The PSF service area must be ready to face emergency threats that cannot be mitigated. Since emergencies often evolve rapidly and become too complex for effective improvisation, PSF 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. The onset of an emergency creates a need for time-sensitive responses as well as actions to begin stabilizing the situation so PSF 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, PSF will begin recovery efforts for the long term.
While the causes of emergencies vary greatly, the potential effects of emergencies do not. PSF’s plan identifies tasks common to a number of hazards, assigns responsibility for accomplishing each task, identifies methods of obtaining required resources, and promotes training in each aspect.

**Planning Assumptions:** In the development of this plan, we have 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, local control of those resources will be necessary in order to assure proper deployment and effectiveness of our recovery.
3. That all resources developed for deployment into an affected area will stage from Partnership for Strong Families and will await orders for deployment from the local or state Emergency Operations Center to deploy.

**Concept of Operations:** Partnership for Strong Families utilizes the Incident Command System format in the development of our command and control functions and will utilize this concept in all of our response activities.

This manual is a living document and is reviewed periodically for changes in both PSF and DCF response plans.
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:

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<thead>
<tr>
<th>ESF #</th>
<th>Area of Responsibility</th>
<th>Lead State Agency</th>
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<tr>
<td>ESF #1</td>
<td>Transportation</td>
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<td>ESF #2</td>
<td>Communications</td>
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<td>ESF #6</td>
<td>Mass Care</td>
<td>American Red Cross</td>
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<td>ESF #7</td>
<td>Unified Logistics</td>
<td>Department of Management Services</td>
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<td>ESF #8</td>
<td>Health and Medical Services</td>
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<td>ESF #9</td>
<td>Search and Rescue</td>
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<td>ESF #10</td>
<td>Hazmat</td>
<td>Department of Environmental Protection</td>
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<tr>
<td>ESF #11</td>
<td>Food and Water</td>
<td>Department of Agriculture &amp; Consumer Services</td>
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<tr>
<td>ESF #12</td>
<td>Energy</td>
<td>Department of Community Affairs, Public Service Commission</td>
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<td>ESF #13</td>
<td>Military Support</td>
<td>Department of Military Affairs</td>
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<td>ESF #14</td>
<td>Public Information</td>
<td>Department of Community Affairs</td>
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<tr>
<td>ESF #15</td>
<td>Volunteers and Donations</td>
<td>Department of Community Affairs</td>
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<td>ESF #16</td>
<td>Law Enforcement and Security</td>
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<td>ESF #17</td>
<td>Animal Services</td>
<td>Department of Agriculture &amp; Consumer Services</td>
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<tr>
<td>ESF # 18</td>
<td>Business, Industry and Economic Stabilization</td>
<td>Department of Revenue</td>
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</tbody>
</table>
PSF Continuity of Operations (COOP) Plan

EMERGENCY/Disaster Plan

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PSF must also promptly locate and determine the status of clients who are in the care of the department (i.e. foster children, individuals housed in residential group homes, etc.).

Unless otherwise determined by the President/CEO, all PSF employees are considered first responder personnel for purposes of conducting PSF related emergency preparation, response and recovery activities.

Under the CEMP, the flow of information both to and from the State EOC may be coordinated through local county emergency operations centers. If direct communications between the Partnership for Strong Families EOCC and the State EOC cannot be established, or are interrupted, information from the State EOC can be transmitted to a PSF representative at the appropriate county EOC. This information will be forwarded to the PSF EOCC as soon as possible. Similarly, requests for personnel and other resources may be transmitted to the State EOC through the PSF representative at the appropriate county EOC.

Circuit Demographics

The Partnership for Strong Families service area consists of thirteen (13) northern Florida counties, including; Alachua, Baker, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Madison, Suwannee, Taylor and Union. All of these counties, with the exception of Alachua, are rural and are mostly agricultural in nature.

Major rivers such as the St. Johns, Suwannee and Santa Fe provide additional opportunity for flooding during an event such as a major hurricane or heavy rainfall.

Rural communities within the service area may be both remote and cut off for periods of time due to the nature of the surrounding territory (mostly forest) and the limited access into the areas in question.

Threat Analysis

Florida’s Comprehensive Emergency Management Plan (CEMP) 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.
EMERGENCY/DISASTER PLAN

This plan will be routinely reviewed and revised by the Emergency Operations Coordinator with input from PSF staff and other appropriate sources. It is to be used as a tool to assist PSF in accomplishing its mission, and relies heavily on staff and material resources.

Therefore, it is essential that management and staff is well versed in the provisions of their site/program specific emergency operations plan and their individual responsibilities. All provisions and assigned responsibilities contained herein are delegated to the Partnership for Strong Families staff and Case Management Agency as indicated.

Partnership for Strong Families Service Centers

Alachua County
Gainesville Service Center
5950 NW 1st Place Suite A
Gainesville, FL 32607

Director of Quality Operations
Carol Ruth

Quality Operations Manager
Latoya Davenport
Family Preservation Services
Megan Riley

Bradford County
Starke Service Center
405 West Georgia Street
Starke, FL 32091

Quality Operations Manager
Anita Cabrera
Camelot
James Weaver

Columbia County
Lake City Service Center
1211 SW Bascom Norris Drive
Lake City, FL 32025

Quality Operations Manager
Anita Cabrera
Devereux of Florida
Jennifer Works

Gilchrist County
Trenton Service Center
1208 East Wade Street
Trenton, FL 32693

Quality Operations Manager
Carol Ruth
Devereux of Florida
Jennifer Works

Suwannee County
Live Oak Service Center
501 Demorest Street
Live Oak, FL 32060

Quality Operations Manager
Janeen Rawls
Camelot
James Weaver

Neighborhood Resource Center
1130 NE 16th Avenue
Gainesville, FL 32601

Resource Center Manager
Carressa Hutchinson

South West Advocacy Group
807 S.W. 64th Terrace
Gainesville, FL 32606

Resource Center Manager
Katie Fields
Emergency Operations Centers

Chief David Donnelly, Director
**Alachua** County Emergency Management
1100 SE 27th; PO Box 548
Gainesville, Florida 32602-0548
Phone: 352-264-6500
Fax: 352-264-6565
Suncom: 651-6500
e-mail: dad@alachuacounty.us
**Alachua County Emergency Management Website**

Joey Dobson, Sheriff
**Baker** County Emergency Management
1190 Macclenny Avenue
MacClenny, Florida 32063
Phone: 904-259-6111
Fax: 904-259-6114
Suncom: N/A
e-mail: bcem@nefcom.net
**Baker County Emergency Management Website**

Brian K, Johns, Director
**Bradford** County Emergency Management
945-B N. Temple Ave.
Starke, Florida 32091
Phone: 904-966-6337
Fax: 904-966-6169
Suncom: N/A
e-mail:
**Bradford County Emergency Management Website**

Shayne Morgan, Director
**Columbia** County Emergency Management
263 NW Lake City Avenue
Post Office Box 2949
Lake City, Florida 32056-1787
Phone: 386-758-8757 OR 386-758-1125
Fax: 386-752-9644
Suncom: N/A
e-mail: Shayne_Morgan@columbiacountyfl.com
**Columbia County Emergency Management Website**

Tim Alexander, Director
**Dixie** County Emergency Management
PO Box 2009; 56 NE 210 Avenue
Cross City, Florida 32628-2009
Phone: 352-498-1240 ext. 224
Fax: 352-498-1244
Suncom: 656-1240
e-mail: chad.reed@dixieemergency.com
**Dixie County Emergency Management Website**
EMERGENCY/Disaster Plan

David Peaton Chief of Emergency management
**Gilchrist** County Emergency Management
204 E. Wade Street
P.O. Box 367
Trenton, Florida 32693-0367
Phone: 352-935-5406
Fax: 352-463-3488
Suncom: 640-3198
e-mail: dpeaton@gilchrist.fl.us
**Gilchrist County Emergency Management Website**

Henry Land, Director
**Hamilton** County Emergency Management
1131 US HWY  41 NW Suite 1
Jasper, Florida 32052
Phone: 386-792-6647
Fax: 386-792-6648
Suncom: 892-6647
e-mail: hamcoem@windstream.net
**Hamilton County Emergency Management Website**

Alton Scott , EM Director
**Lafayette** County Emergency Management
164 NW Crawford Street
Mayo, Florida 32066-0344
Phone: 386-294-1950
Fax: 386-294-2846
Suncom: N/A
e-mail: lafayem@alltel.net
**Lafayette County Emergency Management Website**

Mark Johnson, Director
**Levy** County Emergency Management
Post Office Box 221
Bronson, Florida 32621-0221
Phone: 352-486-5213
Fax: 352-486-5152
Suncom: 645-5213
e-mail: lcrep@bellsouth.net
**Levy County Emergency Management Website**

Thomas Cisco, Director
**Madison** County Emergency Management
1083 SW Harvey Green Drive
Madison, Florida 32340
Phone: 850-973-3698
Fax: 850-973-4026
Suncom: N/A
e-mail: madisoncoem2@embarqmail.com
**Madison County Emergency Management Website**
Kimberly Thomas, Assistant Director
Suwannee County Emergency Management
617 Ontario Avenue  SW Suite 200
Live Oak, Florida 32060-2047
Phone: 386-364-3405
Fax: 386-362-0584
Suncom: 889-3405
e-mail: kimberlyt@suwcounty.org
Suwannee County Emergency Management Website

Dustin Hinkel, Director
Taylor County Emergency Management
591 East US HWY 27
Perry, Florida 32347
Phone: 850-838-3575
Fax: 850-838-1642
Suncom: N/A
e-mail: em.coordinator@taylorcountygov.com
Taylor County Emergency Management Website

Jerry White Head, Sheriff
Union County Emergency Management
58 Northwest 1st Street
Lake Butler, Florida 32054
Phone: 386-496-4300
Fax: 386-496-3226
Suncom: N/A
e-mail: sheriff@unionsheriff.us
Union County Emergency Management Website
STATE AND LOCAL EMERGENCY ACTIVATION PROCEDURES

There are four basic emergency scenarios that could occur, each requiring PSF to respond in different ways. These include:

1. **Single Service Center facility involvement.** This is a situation in which one or two facilities in the PSF service area are involved. An example would be a fire, power outage, broken water pipe, or other event that affects one or two service delivery sites. Neither the county nor state EOCs will be activated. Only PSF will be involved and the flow of information will be through the President/CEO or his/her designee to Tallahassee, if necessary.

2. **The county EOC is opened but the state EOC 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 more counties in the circuit are affected enough to open their respective EOCs. However, the situation is insufficient to justify the initiation of operations at the state EOC. Analysis of local damage and operational status will be required. Specific site information will be provided to the President/CEO or his/her designee for relay to Tallahassee.

3. **The state EOC is opened but local EOCs are not.** Hurricane Andrew and the flooding in the Florida Panhandle are examples of this situation.

4. **Both the county and the state EOCs are opened.** In this scenario, PSF services are severely impacted. In order to restore services, PSF 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 EOC through the county EOC.

The President/CEO may activate the Emergency Operations Command Center in response to any of the four different scenarios described above. In order for PSF to most effectively manage its limited resources, the following general guidelines will be used:

**Mitigation Responsibilities**

1. Pursue purchase of emergency generators for each Service Center
   Responsibility: PSF Quality Operations Managers in collaboration with the Circuit Support Services Manager

2. Pursue appropriate wiring for Service Centers to support emergency generators when needed.
   Responsibility: PSF Quality Operations Managers in collaboration with the Circuit Support Services Manager

3. Meet with local electric companies to arrange to have Service Centers placed on the priority list for reconnecting power service after the emergency.
   Responsibility: PSF Business Operations Specialist and Quality Operations Managers in collaboration with the Circuit Support Services Manager
4. Convene meetings of the Emergency Planning Team (expanded Safety Committee) at least annually or as needed to update COOP and ensure periodic emergency drills at each facility/Service Center.
Responsibility: PSF Quality Operations Managers in collaboration with the Circuit Support Services Manager

5. Develop and maintain ongoing relationships with the Emergency Operations Centers in all 13 counties in the PSF service area and ensure contacts are updated at least annually prior to hurricane season.

Preparation Responsibilities

1. Maintain current call down trees for all staff including emergency/alternate contact Name and phone number and update quarterly. Responsibility: Managers/Supervisors

2. Review emergency plans with all staff in each service center.
Responsibility: Managers/Supervisors

3. Identify at least two suitable Alternate Relocation Points for each service center where staff should report in the event the existing service center is not available.
Responsibility: Quality Operations Director.

4. Maintain and update at least annually a current list of employees willing to volunteer to assist in other areas of the PSF service area or state as needed, including ham radio operators.
Responsibility: Senior VP of Clinical and Community Services

5. Arrange for back up communication devices such as cellular phones and GPS devices at PSF Headquarters Office and battery operated radios at each facility.
Responsibility: Information Systems staff

6. Provide each Case Management staff and Quality Operations Manager with copies of the COOP, employee contact phone trees, volunteer lists and community partners for each county including Emergency Operations Centers contact information.
Responsibility: Director of Quality Operations

7. Ensure each service site has the Service Site Readiness Checklist available for all staff and has adequate disaster supplies.
Responsibility: Quality Operations Managers

8. Maintain and update a list of local emergency service agencies along with referral procedures and contact information including food banks, clothes closets, emergency shelters.
Responsibility: Business Operations Specialist and Quality Operations Managers

In the event of an impending emergency such as hurricane:

Responsibility: President/CEO and/or Emergency Coordinator
10. Activate telephone call down trees as appropriate. Ensure there is a feedback loop whereby the person making calls, in turn, calls the person above them in the chain when they are done to report successful and unsuccessful communications with everyone on the list.
   Responsibility: Emergency Coordinator/All PSF Supervisors

11. Initiate and maintain contact with headquarters Emergency Operations Center.
   Responsibility: Emergency Coordinator

12. Initiate and maintain contact with each county Emergency Operations Center.
   Responsibility: VP of Administration and Quality Management, Business Operations Specialist for Alachua County only.

13. Ensure clients in residential placement and Independent Living are safe and safety plans are in place. This entails ensuring Case Management providers are aware of the impending emergency, have contacted foster parents to ensure safety/evacuation plans are in place and have re-contact plans for after the emergency. It also entails CPI’s making similar contacts with clients still under their responsibility.
   Responsibility: Senior VP of Programs

14. Ensure PSF emergency telephone notification system is functioning and conference call capacity is established.
   Responsibility: VP of Information Technology

15. Ensure PSF vehicles are secured.
   Responsibility: Business Operations Specialist

16. Ensure corporate credit card availability at each service site and increase limits if needed.
   Responsibility: VP of Finance

17. Complete Service Center Checklists at each service center as appropriate.
   Responsibility: VP of Administration and Quality Management

18. Determine and announce office closures ASAP based on county Emergency Operations Centers closure decisions.
   Responsibility: President/CEO and VP of Administration and Quality Management.

19. Periodically update DCF Emergency Manager on emergency preparations.

**Response Responsibilities**

General - Limited to getting our facilities ready and our records into safe harbor. Getting our employees informed of office closure, when to report and where to report after the emergency.

PSF has the responsibility of getting shelter and 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 the contracted case management agencies to know where each of the foster children in their care will be during the emergency and be prepared to inform the Director of Quality Operations of those whereabouts.
PSF Continuity of Operations (COOP) Plan       March 2012

EMERGENCY/DISASTER PLAN

PSF has a responsibility to check that each contract, which has a residential element, has an emergency plan. The approval of this plan is the responsibility of the local office of emergency management, not PSF.

Recovery Responsibilities:

1. Convene the Emergency Response Team.
   Responsibility: President/CEO
2. Once it is safe to do so, complete damage assessment at each affected facility.
   Responsibility: VP of Administration and Quality Management / Business Operations Specialist
3. Contact PSF and provider staff through phone trees or prearranged conference call to assess status of staff and service centers and clients in shelter or foster care and SAMH facilities.
   Responsibility: Emergency Response Team
4. Report status and ability to operate to headquarters Emergency Operations Center.
   Responsibility: President/CEO/Emergency Coordinator
5. Direct any necessary facility repairs to be completed.
   Responsibility: Emergency Response Team
6. Direct establishment of alternate service sites and implement Incident Management Team as needed.
   Responsibility: President/CEO and/or Emergency Coordinator
7. Notify PSF staff of office closures or moves and expectations regarding where and when to report to work through phone trees, conference call and/or through messages posted on the PSF Emergency Phone Line, which is 1-888-886-1229.
   Responsibility: Emergency Response Team
8. Establish and maintain contact with available media regarding circuit operations and any changes in location or office schedules.
   Responsibility: Public Information Officer
9. Arrange for re-routing of mail for any facilities that have relocated.
   Responsibility: Director of Finance and Administration
10. Coordinate with headquarters all incoming relief directed at clients or staff.
    Responsibility: Emergency Response Team

SINGLE FACILITY INCIDENT

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

1. The Quality Operations Manager or CMA senior staff member at the affected site will promptly notify the President/CEO, Director of Quality Operations or the Emergency/Disaster Coordinator regarding nature and severity of the incident. This notification will include:
   a. Facility location and the name of the person in charge.
   b. Can staff assess damage on-site OR does the 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 building manager will complete a **Damage Assessment, Part 1: Structural Damage** and forward this assessment to the President/CEO and Director of Quality Operations 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(s). Completed requisition forms will be attached to the damage assessment and sent to the Director of Quality Operations at PSF Headquarters Office within eight hours.

5. Once a damage assessment and **Emergency Requisitions** have been received the Emergency Response Team will meet to determine the action(s), resources, and time required to place the facility back in service.

6. The site specific alternate service delivery plans that have been prepared by each program may be activated. Service delivery will proceed either at the affected site or the designated alternate site.

7. The Emergency Response Team will closely monitor progress until repairs are completed.

**SINGLE COUNTY INCIDENT**

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

1. The Emergency Response Team may initiate operations, at the discretion of the President/CEO.

2. Staff may be required to implement site specific disaster recovery plans at the affected facilities, including alternate staging and service delivery location provisions.

3. Clients with appointments at the affected site(s) will be notified as soon as possible and rescheduled.

4. The Service Center Coordinator will promptly complete a **Damage Assessment Form, Part 1: Structural Damage**.

5. If additional resources are needed but are not available at the site, appropriate on-site staff will complete a **Damage Assessment, Part 2: Equipment and Supplies** and **Emergency Requisition Form**. Completed requisition forms will be attached to the damage assessment form, and, within eight hours, this package will be sent to the Director of Quality Operations at the PSF Headquarters Office if it is operational.

6. Based on the damage assessment the Emergency Response Team will establish time frames for repairs and determine whether local resources are sufficient to fully restore service delivery.

7. If outside assistance is required, specific needs will be transmitted to Circuit 3 & 8, Department of Children & Families, Gainesville, through the Emergency Response Team.

8. The Emergency Response Team will ensure that the site-specific alternate service delivery plans are in place, and service delivery is in progress at the specified alternate site(s) or, with modifications, at the affected site(s).

9. The Emergency Response Team will monitor progress of repairs.
10. Activities will continue until full recovery has been achieved.

STATE EOC ACTIVATED, PSF UNAFFECTED

In this situation, an area of the state is impacted severely enough to warrant activation of the State EOC, but the event does not directly impact Partnership for Strong Families. 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 EOC. This procedure has been adopted to ensure that the relief effort is coordinated and that maximum benefit is received from available resources.

STATEWIDE EMERGENCY, LOCAL AREA AFFECTED

This is the worst case scenario. It is a disaster that is serious enough to warrant statewide mobilization and one that also directly impacts the PSF service area. Both the state and local EOCs are activated and the event will cause enough local damage to severely limit PSF’s ability to promptly recover. Local resources will be scattered, degraded, and unable to promptly and effectively respond. In this situation, the procedures are as follows:

1. When possible, appropriate pre-disaster activities such as preparing for service center closure, ensuring that the list of telephone numbers are current for staff, etc. will be completed prior to the event according to the provisions of this document and the site specific disaster management plans.
2. The PSF Emergency Operations Command Center will initiate operations following the guidelines and procedures outlined in this plan.
3. All site/program specific disaster recovery plans will be initiated.
4. Prescribed disaster response activities for each service delivery site and the Emergency Operations Command Center will continue until recovery has been completed.
EMERGENCY OPERATIONS COMMAND CENTER

STAFFING - CHAIN OF COMMAND AND FUNCTIONS

The PSF Emergency Operations Command Center (EOCC) will be housed in the PSF Boardroom, 3rd floor, 5950 NW 1st Place, Gainesville.

For purposes of emergency operations, the primary telephone number is (352) 244-1500. The primary telephone line has a rollover feature that will allow incoming calls to go to other lines if the primary line is busy. The Fax number is (352) 244-1647.

Unless otherwise directed by the President/CEO, if a member of the Senior Management Team 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 (separate documents). The PSF Emergency/Disaster Coordinator maintains a copy of all plans. Lead staff for each program shall maintain a copy of their respective current plan.

Members of the Emergency Response Team are expected to keep abreast of tropical weather conditions during Hurricane Season especially when a Hurricane Watch or Hurricane Warning is issued for any part of the PSF service area. In addition, any member of the Emergency Response Team who cannot be reached at one of the emergency telephone numbers provided in this plan must promptly call the Emergency Coordinator or any other member of the Emergency Response team and provide a telephone number where they can be reached.
EMERGENCY/DISASTER PLAN

PRESIDENT/CEO

EMERGENCY OPERATIONS PHONE: (352) 244-1500
EMERGENCY MESSAGE LINE: (888) 886-1229
OFFICE PHONE: (352) 244-1500
FAX NUMBER: (352) 244-1647

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<tr>
<td>D. Shawn Salamida</td>
<td>President &amp; CEO</td>
<td>352-359-0157</td>
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<tr>
<td>BACK-UP:</td>
<td></td>
<td></td>
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<tr>
<td>Michael Reneke</td>
<td>Senior VP of Finance &amp; Administration</td>
<td>352-318-0495</td>
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Additional Staff:

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<tr>
<td>Thelma Clayton</td>
<td>Senior VP of Programs</td>
<td>352-213-6230</td>
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<tr>
<td>Robert Holowiak</td>
<td>VP of Human Resources &amp; Staff Development</td>
<td>352-672-3571</td>
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<tr>
<td>Pebbles Edelman</td>
<td>Senior VP of Clinical and Community Services</td>
<td>352-226-6675</td>
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<tr>
<td>David Glennon</td>
<td>VP of Information Technology</td>
<td>352-318-2165</td>
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<tr>
<td>Amanda Gray</td>
<td>VP of Finance</td>
<td>352-213-8400</td>
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DCF Staff

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<td>Janet Romero</td>
<td>Circuit Community Development Administrator</td>
<td>352-494-5723</td>
<td></td>
</tr>
<tr>
<td>Amy Butler</td>
<td>Operations Manager</td>
<td>352-283-5557</td>
<td></td>
</tr>
<tr>
<td>Morgan Rockey</td>
<td>Emergency Manager, Client Relations</td>
<td>352-258-4030</td>
<td></td>
</tr>
<tr>
<td>James Taylor</td>
<td>Contract Manager</td>
<td>352-226-4591</td>
<td></td>
</tr>
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</table>

Emergency Responsibilities:

The President/CEO has the ultimate responsibility for all elements of the development, approval, implementation, and operation of the PSF disaster plans, operations and the EOCC. He will also ensure that appropriate information and requests for assistance are forwarded to the state or local Emergency Operations Center.

The President/CEO will also coordinate all public information releases to the public, staff and clients that relate to emergency operations of PSF in times of emergency.
EMERGENCY/DISASTER PLAN

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

The additional staff indicated will provide support to the President/CEO at the Emergency Operations Command Center (EOCC) and form their command team. These staff will be prepared to report to the EOCC following the instructions provided in the Operational Guidelines for the EOCC, or as instructed by either the President/CEO or his/her designee.

DIRECTOR OF QUALITY OPERATIONS

EMERGENCY OPERATIONS PHONE: (352) 244-1500
EMERGENCY MESSAGE LINE: (888) 886-1229
OFFICE PHONE: (352) 244-1500
FAX NUMBER: (352) 244-244-1647

<table>
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<tr>
<th>NAME</th>
<th>TITLE</th>
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<tbody>
<tr>
<td>Thelma Clayton</td>
<td>Senior VP of Programs</td>
<td></td>
<td>352-213-6230</td>
</tr>
<tr>
<td>BACK-UP:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pebbles Edelman</td>
<td>Senior VP of Clinical and Community Services</td>
<td></td>
<td>352-226-6675</td>
</tr>
</tbody>
</table>

Emergency Responsibilities:

The Director of Quality Operations will be a member of the Emergency Response Team and will:

1. Assist in the preparation and annual updating of site/program specific PSF emergency operations plans.
2. Review all PSF site/program specific emergency operations plans ensuring that content are realistic and complete.
3. Maintain a copy of each current approved program/site emergency operations plan.
4. Ensure operations staff follows through on all emergency related directives from the Emergency Response Team.
5. Any other duties assigned by the President/CEO or his/her designee.
EMERGENCY/Disaster Plan

FINANCE/ADMINISTRATION OFFICER (FAO)
(ATTACHED TO DIRECTOR OF QUALITY OPERATION)

EMERGENCY OPERATIONS PHONE: (352) 244-1500
EMERGENCY MESSAGE LINE: (888) 886-1229
OFFICE PHONE: (352) 244-1500
FAX NUMBER: (352) 244-1647

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<th>NAME</th>
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<tbody>
<tr>
<td>Amanda Gray</td>
<td>VP of Finance</td>
<td></td>
<td>352-213-8400</td>
</tr>
<tr>
<td>Back up</td>
<td>Accounting Supervisor</td>
<td></td>
<td>352-317-3234</td>
</tr>
<tr>
<td>Bonnie Strickland</td>
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Emergency Responsibilities:

The Finance/Accounting Section will assist and support the EOCC by:

1. Providing for efficient and accurate record keeping of all expenses pertaining to and specifically related to the event in question. Coordinate the issuance of emergency warrants as necessary to provide emergency goods and services for PSF.
2. Advising the Emergency Response Team as to what is permissible under state requirements and statutory requirements regarding the dispersal of emergency funds.
3. Coordinating with the Emergency/Disaster Coordinator to establish master billings with designated hotels and/or motels for the staff as required.
4. Coordinating the issuance of emergency warrants as necessary for transportation required to meet the needs of PSF in the event.
5. Maintaining accurate assignment records for all PSF staff for FEMA reimbursement after the event.
6. Communicating any concerns to the President/CEO or designee as necessary.
HUMAN RESOURCES

EMERGENCY OPERATIONS PHONE:  (352) 244-1500
EMERGENCY MESSAGE LINE:  ((888) 886-1229
OFFICE PHONE:  (352) 244-1500
FAX NUMBER:  (352) 244-1647

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<th>NAME</th>
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<tbody>
<tr>
<td>Robert Holowiak</td>
<td>VP Human Resources Director and Staff Development</td>
<td></td>
<td>352-672-3571</td>
</tr>
<tr>
<td>BACK-UP: Chastidy Starling</td>
<td>Human Resources Assistant</td>
<td></td>
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</tr>
</tbody>
</table>

Emergency Responsibilities:

The Human Resources Section will assist and support the EOCC by:

1. Coordinating the gathering of information regarding disaster related personal needs of PSF staff members and assist in obtaining and distributing needed supplies to staff.
2. Communicating any concerns to the President/CEO or designee as necessary.
GENERAL SERVICES

EMERGENCY OPERATIONS PHONE:  (352) 244-1500
EMERGENCY MESSAGE LINE: (888) 886-1229
OFFICE PHONE:  352-244-1500
FAX NUMBER: (352) 244-1647

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<th>NAME</th>
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<tbody>
<tr>
<td>Annie Johnson</td>
<td>Contract Manager</td>
<td></td>
<td>352-283-3533</td>
</tr>
<tr>
<td>BACK-UP:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anita Franklin</td>
<td>Quality Operations</td>
<td></td>
<td>352-213-6210</td>
</tr>
<tr>
<td>Carol Ruth</td>
<td>Manager(s)</td>
<td></td>
<td>352-213-6199</td>
</tr>
<tr>
<td>Lila Pridgeon</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Emergency Responsibilities:

The General Services Section will assist and support the EOCC by:

1. Assisting in ensuring building security for all PSF service delivery sites. Maintain a vendor list to acquire these services.
2. Assisting in determining the extent of damage to PSF facilities, estimating the assistance required to get damaged facilities back in operation, ascertain how long repairs will take, and identify alternative resources for staff and clients until the affected service delivery site is back on line. In order to accomplish this General Services will:
   a. Assist the Emergency Management Coordinator in providing damage assessment training to all building managers based on the provisions of this document.
   c. Use the Damage Assessment Form when conducting site reviews.
   d. Ensure that damage assessment findings and recommendations are promptly reported to the Emergency Response Team.
3. Assisting in ensuring sanitary toilet facilities are properly operating for service centers and the EOCC, and maintain a vendor list for acquiring these services.
4. Assisting in ensuring adequate supply of potable water for the service centers and the EOCC, and maintain a vendor list for this commodity.
5. Assisting in transporting salvaged equipment and supplies from damaged service sites to auxiliary service delivery locations.
6. Assisting in arranging for clean-up and solid waste disposal at the service centers and maintain a vendor list to acquire these services.
7. Developing and maintaining a comprehensive list of providers/vendors who will be able to furnish materials and supplies critical to program and command center operation following a disaster.
8. Any other duties assigned by the President/CEO or his/her designee.
EMERGENCY/Disaster Plan

INFORMATION SERVICES
(ATTACHED TO THE PRESIDENT/CEO)

EMERGENCY OPERATIONS PHONE: (352) 244-1500
EMERGENCY MESSAGE LINE (888) 886-1229
OFFICE PHONE: (352) 244-1500
FAX NUMBER: (352) 244-1647

<table>
<thead>
<tr>
<th>NAME</th>
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<tbody>
<tr>
<td>David Glennon</td>
<td>VP of Information Technology</td>
<td></td>
<td>352-318-2165</td>
</tr>
<tr>
<td>John Cook</td>
<td>Network Administrator</td>
<td></td>
<td>352-215-6199</td>
</tr>
</tbody>
</table>

Additional Staff:

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
<th>WORK</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Lane Pulcini</td>
<td>Network Administrator</td>
<td></td>
<td>352-229-2721</td>
</tr>
<tr>
<td>Michael Viola</td>
<td>Tech Support</td>
<td></td>
<td>352-514-3482</td>
</tr>
</tbody>
</table>

Emergency Responsibilities:

Information Services will assist and support the EOCC by:

1. Ensuring all IT staff listed above is thoroughly familiar with the provisions of this plan and all staff is understand their responsibilities in emergency situations. The IT Section will pull additional staff from throughout is PSF as needed to assist the staff assigned.
2. Working with General Service’s staff, relocate computers, printers, modems, and related equipment to the EOCC.
3. Ensuring an approved up-to-date emergency operations plan for Information Systems is submitted to the Emergency Management Coordinator prior to June 1 each year.
4. Restoring and maintaining critical computer and data processing operations within PSF
5. Designating, training and equipping damage recovery teams to conduct on-site repair of computer systems following a disaster.
6. Ensuring proper installation, activation, and operation of telephone communication systems at the EOCC.
7. Initiating prompt repair of all damaged telephone communication systems and units within those systems.
8. Installing and maintaining of Fax equipment in the EOCC.
9. Prioritizing of required repairs and notification of appropriate contract vendors.
10. Any other duties assigned by the President/CEO or his/her designee.
PUBLIC INFORMATION OFFICER  
(ATTACHED TO THE PRESIDENT/CEO)  

EMERGENCY OPERATIONS PHONE:   (352) 244-1500  
EMERGENCY MESSAGE LINE (888) 886-1229  
OFFICE PHONE:   (352) 244-1500  
FAX NUMBER:   (352) 244-1647  

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<tr>
<th>NAME</th>
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<tbody>
<tr>
<td>Pebbles Edelman</td>
<td>Senior VP of Clinical and Community Services</td>
<td></td>
<td>352-226-6675</td>
</tr>
<tr>
<td>Back-up:</td>
<td>Community Development Coordinator</td>
<td></td>
<td>352-226-6675</td>
</tr>
<tr>
<td>Patty Caroll</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Emergency Responsibilities: 

The Public Information Section will assist and support the EOCC by:  
1. Acting as the central point for media requests for information and coordinate release of department related public information to the media regarding the condition and availability of services during disaster preparation and recovery.  
2. Notifying to staff, through the Emergency Message Line and/or the media, of critical work related information, i.e., site closures, etc.  
3. Coordinating rumor control.  
4. Scheduling press conferences as requested by the Incident Command Officer.  
5. Maintaining a file of all press clippings related to PSF emergency operations performance and any other department disaster related issues. Keep the Incident Command Officer apprised of all department related press.  
6. Acting as the press liaison with public information personnel at Circuit 3 & 8 headquarters, Gainesville, to assure continuity between PSF and DCF.  
7. Designating primary television and radio stations for staff to monitor in order to receive PSF information. Establish and maintain appropriate liaison with these stations to ensure current information is broadcast for staff.  
8. Any other duties assigned by the Incident Command Officer or his/her designee.
EMERGENCY PLAN FOR CONTACTING FOSTER FAMILIES

Foster parents are to provide details of their evacuation plans at initial licensure and update this information annually when relicensed. The families will provide the name of the shelter in their geographical location, as well as the names and phone numbers of relatives who would either shelter the family or know their whereabouts in the event the family has to evacuate. The foster families will also provide their cellular phone number if they have one. All families are advised at licensure and during the relicensing process that, in the event they must relocate in an emergency, they are required to contact PSF to apprise us of their location.

In recent years, when severe storms have been predicted for the region, or when wildfires have affected areas of the PSF service area, licensing staff have called every affected foster home to remind the families they must notify us as soon as possible if they evacuate. In several instances, foster families have been given a dedicated phone number to call at the PSF Headquarters Office. Staff has been able to reach all families, including private contractor agency foster homes, which have dependent children placed within 12 hours of the assignment. (reference Annex E, PSF COOP June 2008)

ACTIVATION CRITERIA

WATCH VS. WARNING

WATCH – means conditions are favorable for severe weather
WARNING – means severe weather is occurring or has been detected by radar

HURRICANES

Florida is the state most susceptible to the impacts of hurricanes and tropical storms. 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.

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 non-refrigerated 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.

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Winds (mph)</th>
<th>Surge (ft)</th>
<th>Central Pressure (millibars)</th>
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<tr>
<td>1</td>
<td>74 – 95</td>
<td>4 – 5</td>
<td>980 or more</td>
</tr>
<tr>
<td>2</td>
<td>96 – 110</td>
<td>6 – 8</td>
<td>965 – 979</td>
</tr>
<tr>
<td>3</td>
<td>111 – 130</td>
<td>9 – 12</td>
<td>945 – 964</td>
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<tr>
<td>4</td>
<td>131 – 155</td>
<td>13 – 18</td>
<td>920 – 944</td>
</tr>
<tr>
<td>5</td>
<td>more than 155</td>
<td>More than 18</td>
<td>less than 920</td>
</tr>
</tbody>
</table>

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.

The National Weather Service (NWS) issues a Hurricane Watch 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 area within 24 hours.

The majority of hurricane related fatalities are drowning. Storm surge, a significant contributing factor to these deaths, develops 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. The surge may lift the ocean 15 feet or more above mean sea level at the coastline, causing severe coastal flooding.

**TORNADOES**

Florida ranks third in the number of tornado strikes in the United States and first in the number of tornadoes per square mile. A tornado is a violently rotating column of air that extends from a thunderstorm to the ground, 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 associated with tropical disturbances are most frequent in September and October when tropical activity is greatest. A tornado that forms over a 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.**

**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 department service site, notify PSF Headquarters Office as soon as possible. Be prepared to provide the following information:
   a. Facility location,
   b. Whether damage can be assessed locally OR,
   c. Does a PSF representative need to be sent to the site,
   d. Any injuries,
   e. Any deaths,
   f. Current location and status of staff and clients, and
   g. Ability of the site to initiate and maintain service delivery.
LIGHTNING

Florida leads the nation in lightning related deaths and injuries, with Central Florida being the most lightning prone area in the United States with about 90 thunderstorm days per year. In fact, lightning kills more people in Florida than all other weather hazards combined. The peak month for lightning strikes is July, but June and August have a significant number, and no month is immune from lightning danger.

Use the “30-30 Rule” to determine the threat of lightning in your area.

30 Seconds:
Count the seconds between seeing lightning and hearing thunder. If this time is less than 30 seconds, lightning is still a potential threat. Seek shelter immediately.

30 Minutes:
After the last lightning flash, wait 30 minutes before leaving shelter. Half of all lightning deaths occur after the storm passes. Stay in a safe area until you are sure the threat has passed.

FLOOD

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

In each case, this event tends to be localized to a specific area with a minimum of service locations involved. Localized flooding 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.

As water depth increases, the force of the moving water also increases. Regardless the type of vehicle, whether a sport utility vehicle, pickup truck or car, it is not safe to drive across a flooded road.

FLOOD STATISTICS:

- As little as one foot of moving water can move most cars off the road.
- Just six inches of fast-moving floodwater can sweep a person off his or her feet.
- Most flood-related deaths occur at night and are vehicular.
- Urban and small stream flash floods often occur in less than one hour.
FREEZE

Freezes are fairly common in Northern Florida. Primary results are a short closing of service centers due to lack of water caused by frozen waterlines or short term power outages. An 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.

Care should be taken to protect water pipes during hard freeze warnings.

FIRE

Wildfires
Wildfires are prevalent in Northeast Florida. It is nature’s way of managing wild plant life and regenerating growth. But they can also be the result of other factors: people burning trash or other materials in their yards, intentionally set fires, and lightning strikes create hundreds of wildfires each year.

Service centers could be closed due to the fire threat or an evacuation of the area in question due to wildfire proximity. PSF 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 PSF Facility
Like any other structure, our 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.

Each service center has addressed the procedures to follow in their respective Emergency Plan. The primary factors are:

1. Evacuate the building
2. Notify local authorities by calling 911 from a cell phone or a phone that is outside of the building
3. Immediately go to the predetermined gathering place
4. Account for all employees and clients

Most incidents will not require a full activation of the EOC or command team.
VIOLENCE

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. The gun has replaced the automobile as the primary killer in the workplace.

Florida has a large number of attractive targets for terrorists including military bases, electrical (nuclear) power plants, tourist attractions, high-density populations, large educational institutions, major seaports, international airports, and sports arenas. Everyone needs to be sensitive to the potential for this type of violence and sabotage.

Incident at a Service Center:
Incidents of violence in the workplace should be handled as prescribed in the PSF Safe Workplace Policy (reference PSF Employee Handbook).

Terrorism:
Incidents of terrorism should be handled as prescribed in the above mentioned PSF Safe Workplace Policy (reference PSF Employee Handbook).

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 PSF 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, facility and PSF command team personnel should follow the directions of the local police and fire officials on the scene.

Bomb Threat:
In the event of a bomb threat the following information should be obtained:

- Exact time and date of call:
- Exact words of caller:
  1. When is bomb going to explode?
  2. Where is the bomb?
  3. What does it look like?
  4. What kind of bomb is it?
  5. What will cause it to explode?
6. Where did they place the bomb?
7. Why?
8. From where are they calling?
9. What is their address?
10. What is their name?
   ➢ What did caller’s voice sound like and if voice is familiar, whom did it sound like?
   ➢ Were there any background noises?
   ➢ Provide the name of the person receiving call, the telephone number where the call was received, and the name of the person to whom they referred the call.
   ➢ Provide any remarks.

(NOTE: This checklist is provided as a form at the end of this manual and contains this information, also refer to bomb incident plan)

HAZARDOUS MATERIALS

**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:

- Munitions used by the military.
- Radioactive materials used by medical facilities, industry, and 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.

**GAS PIPELINE LEAKS:**
Leaks from natural gas pipelines are rare; however, it is important to know how to recognize the signs of a leak if one were to occur in your area. Call the local gas company or 911 to report any of the following:

**IF YOU SEE:**
- Vegetation over or near the pipeline, which appears to be dead or dying for no apparent reason.
- Water bubbling at a creek, pond, river, or any wet area.
- Dirt being blown or appearing thrown into the air.
- Fire or explosion near or involving the pipeline.
- Exposed pipeline, which may have been caused by a nature disaster, such as a flood or earthquake.

**IF YOU HEAR:**
- A hissing, whistling or roaring sound along the pipeline right-of-way.
IF YOU SMELL:
- A “rotten egg” odor.
- Natural gas is usually colorless and odorless. It may have a petroleum smell at times unless odorized. In that case, it will have a slight “rotten egg” smell.

STEPS TO TAKE IF YOU SUSPECT A GAS LEAK:
1. If there is equipment in the area of a natural gas leak, leave it alone. Do not turn off the ignition or attempt to move it.
2. Leave the area immediately and warn others to stay away.
3. Once away from the pipeline, call 911 to report.

IMPORTANT DON’TS:
- DO NOT use an open flame or bring anything into the area that could cause the gas leak to ignite (phones, lighters, etc.)
- DO NOT go near the area. Keep other untrained individuals away from the emergency site.
- DO NOT attempt to shut off any valves or extinguish any fires.

EMERGENCY OPERATIONS COMMAND CENTER

Notification Sequence Preparation for Event

Step One: Governor of Florida opens the state EOC (Emergency Operations Center)

Step Two: President/CEO instructs the Emergency Management Coordinator.

Step Three: Emergency Management Coordinator opens the EOC.

Step Four: On determination that a local emergency exists, and at the direction of the President/CEO, the Emergency Coordinator briefs senior management and all supervisors.

Step Five: State EOC issues 2nd alert.

Step Six: Emergency Coordinator notifies President/CEO of 2nd alert, makes recommendations as to operational steps to be taken.

Step Seven: President/CEO makes decision as to office closure, evacuation of facilities, etc.

Step Eight: Emergency Coordinator notifies all facilities of decision to evacuate. Notifies all staff personnel for command team as to requirements for personal contact, etc.
Damage Assessment Team Deployment

Step One: President/CEO issues instructions to the Damage Assessment Teams to review facilities for damage.

Step Two: Damage Assessment Teams review damage and report back to the President/CEO.

Pre-storm Decision Timeline

72 Hours Prior to Landfall:
1. Command Team meets to determine threat.
2. Evaluation of National Weather Service data, determine if, when and what service centers to close.
3. Initial notification of all management personnel to go to standby status.

60 Hours Prior to Landfall:
1. Notification of all PSF offices, damage assessment teams, service centers closure teams and emergency response personnel of timeline to disaster.
2. Make the decision on evacuation of facilities in flood prone areas.

48 Hours prior to Landfall:
1. Notification of all affected facilities to begin evacuation of all critical records, data processing equipment and all other pertinent supplies to a safe refuge.
2. PSF vehicles and/or rental vehicles can be used to accomplish this task.
3. Service Center personnel to be primary asset for closure of centers.

24-36 Hours prior to Landfall:
1. Completion of flood prone facility equipment and records evacuation.
2. Final decisions on closure of all other facilities in the affected area.
3. 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
1. 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)
2. Publish emergency reporting numbers for employees to call for further instruction and advise staff to take care of their own personal situations.

12 Hours prior to Landfall
Command team report to the EOCC, move vehicles to safety.

6 Hours prior to Landfall
1. All Command team members report to the command center.
2. Initiate EOCC procedures.
Command Structure

In the event of a major emergency occurrence in the PSF service area, it will become necessary for PSF to provide for a command structure after the normal chain of command has been disrupted. This team will provide guidance for the operation of PSF recovery plans. It will also provide a centralized focal point for information receipt and dissemination for the programs of PSF.

The PSF Command Team will consist of the following personnel or their designated alternatives:

- President & CEO          Shawn Salamida
- Senior VP of Programs               Thelma Clayton
- Senior VP of Clinical & Community Services Pebbles Edelman
- VP Information Technology              David Glennon
- VP Finance       Amanda Gray
- VP of Administration & Quality management Michael Reneke

Support for this command team will vary in conjunction with the emergency at hand and will consist of whomever necessary to fulfill the mission.

The command team will work in close coordination with the local Office of Emergency Management Recovery Teams at the county EOCs.

The team will also provide the Human Resources Director with all support necessary to address the mental health needs of PSF employees and clients, in order to meet the PSF mission in recovery.

Damage Assessment Teams

The assignment of these teams largely rests with General Services. This area is where the personnel who have the appropriate knowledge to do assessment reside.

The head of the assessment teams will be the Business Operations Specialist or their designee. As the head of the assessment teams, it will be the team leader’s responsibility to coordinate all information on the condition of the facilities and to transmit this information to the command and control team.

These teams will be dispatched as soon as possible into the affected areas of the PSF service area to make an assessment of what will be needed to re-open the affected offices. This assessment will be transmitted to the Command and Control Team who will forward this information on to the President/CEO.

The Emergency Coordinator 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 the President/CEO.

Fiscal Emergency Team

The Fiscal Emergency Team will consist of members appointed by the Director of Finance and Administration. These teams 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.

Safety Plans

The PSF Safety/Risk Management Committee is comprised of representatives from each of PSF’s 6 service centers. In addition, each service center has a safety/risk management committee that has developed a unique safety plan for their respective site using a standardized format. This format takes into account the individual characteristics and needs of the service center. Plans include a wide variety of information about the site including floor plans, evacuation routes, location of safety equipment and records, safety-related training schedules, and procedures for preparing for and responding to circumstances which may affect the safety of staff and visitors.

Site safety plans are updated at least annually or any time a change occurs at a service delivery site which may affect staff’s ability to quickly and fully prepare for and respond to an emergency. Both the PSF Safety/Risk Management Committee and the site safety/risk management committees will meet at least quarterly to discuss and address safety related issues, and conduct training. Training will target specific concerns identified at each site.
BOMB THREAT CHECKLIST

Exact time of call:

Exact words of caller:

QUESTIONS TO ASK THE CALLER

1. When is bomb going to explode?
2. Where is the bomb?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why?
8. Where are you calling from?
9. What is your address?
10. What is your name?

CALLER'S VOICE (circle)

Calm        Slow        Crying        Slurred
Stutter     Deep        Loud         Broken
Giggling    Accent      Angry        Rapid
Stressed    Nasal       Lisp         Excited
Disguised   Sincere     Squeaky      Normal

If voice is familiar, whom did it sound like?

Were there any background noises?

Remarks:

Person receiving call:

Telephone number call received at:

Date:

Report call immediately to:
(Refer to bomb incident plan)
PARTNERSHIP FOR STRONG FAMILIES, INC.
SERVICE CENTER CLOSURE CHECKLIST

Upon notification from the PSF Incident Command Team that an impending emergency situation justifies the shut down of a service center, the building coordinator of the facility shall initiate the checklist below:

Facility Name: ________________________________

- Remove all computer equipment possible from the floor.
  Unplug all electrical cords and leave unplugged until the incident is over.
  Cover equipment with plastic.

- Utilize the contents of the emergency closure kit in each service center (plastic bags, plastic sheeting, masking tape, duct tape, and flashlights) to make the facility as secure as possible.

- Notify the landlord of the closure of the facility and that they should take necessary precautions for the protection of their building during the event. (i.e., boarding up windows, etc.)

- Have all client and employee records secured in metal cabinets or desks, ensuring records are off the floor.

- Have employees remove all personal items that are of value. PSF’s insurance will not cover personal items if damaged, lost or stolen.

- Notify all personnel not to report to the workplace for the timeframe given by the Incident Command Team. Advise personnel to listen to local TV and radio stations for further instructions.

- Ensure that all personnel have picture identification badges for the return to the facility following the event. Police or other authorities will not allow civilians without badges into the area.

- Verify that all PSF employees and clients have evacuated the premises. Report to the Incident Command Team that the building has been evacuated.

- Turn off all lights (do not trip electrical breakers off)

- Lock the facility and leave

- Quality Operations Managers are to keep in communication with the Incident Command Team by phone to determine when the event has passed and it is time to do a damage assessment of the facility.
## DAMAGE ASSESSMENT FORM

Facility Name: ____________________________________________

### Type of Disaster:
- Flood ____
- Fire ___
- Hurricane___
- Tornado___
- Other: ____________

### Structural Damage:

<table>
<thead>
<tr>
<th>Entrance ways</th>
<th>Reception</th>
<th>Offices</th>
<th>Office lighting</th>
<th>Office electrical circuitry</th>
<th>External structures</th>
<th>External building walls</th>
<th>Internal structure</th>
<th>Internal office walls</th>
<th>Electrical (external)</th>
<th>Electrical (internal)</th>
<th>Break room area</th>
<th>Supply areas</th>
<th>All others (conference, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor</td>
<td>Major</td>
<td>Total</td>
<td>Description</td>
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### Equipment & Supplies

- Computers
- Typewriters
- Telephones
- Fax Machines
- Photocopiers
- Office Supplies
- Personnel Records
- Client Records
- Work in Progress
- Office Furniture
- Other Equipment
- Other Supplies

### External Facilities:

- Roof
- Parking Lot
- Awnings
- Porches
- Windows
- External Lighting

Provide as complete description as possible in the space provided.

Percent to Total Facility Damaged: ______ %

Estimated amount of time necessary to repair damage: ______ days