



**Disaster Preparedness & Recovery Plan
FY 2019-2020**

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1. DISASTER PREPAREDNESS & RECOVERY PLAN OVERVIEW

1.1 Policy Statement

It is the policy of Embrace Families, Inc. and its affiliates (Embrace Families 'Solutions', Embrace Families CBC (CBC) and Embrace Families 'Foundation') to take the appropriate steps to maintain critical operations in case of a major disaster.

Embrace Families and its affiliate's senior management have endorsed this statement of policy regarding the maintenance and use of this Disaster Preparedness & Recovery Plan. The Embrace Families President/CEO shall have the final authority on the implementation of this plan. This plan is the Disaster Preparedness & Recovery Plan for Embrace Families and its affiliates (CBC, Solutions, and Foundation).

The organization is determined to aggressively manage the avoidance and mitigation of any disaster that could have an impact on its ability to service its clients. All levels of the organization are responsible for protecting and preserving its assets.

Supervisors are responsible for:

- Protecting all assets in their assigned area of control;
- Communicating the importance of this responsibility to their staff;
- Vigorously participating in this process;
- Keeping this plan current within their department;
- Keeping staff current with the plan;
- Ensuring that the procedures and activities in this plan are properly executed;

This document is evolutionary in nature, it will be reviewed annually and revised from time to time. It is imperative that all involved parties keep advised of all:

- Changes to internal procedures or other areas that might impact the content of the Plan;
- Changes in personnel that might have an impact on Recovery/Restoration Team assignments;
- Any specific duties or responsibilities they will be expected to perform;

Employees must be aware that they may be required to perform necessary tasks in order to assist clients, other employees, or the general public during a period of disaster where a clear danger to life and property may exist. Embrace Families understands that disasters can create additional stress for employees and their families. Embrace Families and its affiliate's staff will be given contact information for our Employee Assistance Program (EAP) to help them cope with any disaster related stress.

All staff will assist in assuring that client safety is a priority during an emergency.

1.2 Purpose

The purpose of the Disaster Preparedness & Recovery Plan is to provide Embrace Families with the means to accomplish this policy in an effective and organized way. This document contains information,

procedures, and reference material for Preparation, Emergency Response, Recovery, and Restoration operations in case of a disaster striking a facility.

The purpose of this document is:

- To prepare for as many contingencies and develop procedures to survive a disaster, before a disaster occurs;
- To identify the participants who will complete the specific activities necessary for Preparation, Emergency Response, and Recovery/Restoration operations;
- To provide a clear recovery process, safeguarding both the well-being of employees and the business capability of Embrace Families;
- To specify the critical business activities needed to continue after a disaster;
- To outline the logistics of recovering critical business functions;
- To establish procedures for release of information to employees and the general public;

1.3 Scope of the Plan

This plan will be used by Embrace Families and its affiliate's staff, and when necessary, those contracted providers housed in Embrace Families facilities.

1.4 Plan Structure

This plan is divided into sections based on the disaster level. Each section contains sufficient detail to permit the reader to understand or accomplish the section's objectives.

Team Design: Several teams have been coordinated to respond to potential and occurring disasters. The team membership breakdown is listed within the plan.

Many operations have procedures that will be implemented after a disaster. These procedures may be external to this document. Procedures not described in this document include normal or standard operating practices.

1.5 Definition of a Disaster

A disaster, for purposes of this plan, is defined as any natural, technological, or civil emergency that disrupts business operations for an unacceptable period of time. While the types of disasters are too numerous to list completely, the effects can be categorized into two general scenarios.

- (1) Localized Disaster – An event that disables or destroys all or part of a building and/or technology in it that makes it unavailable for use. This scenario may require partial or even total relocation

of business operations. Denial of access to the building (e.g. due to a nearby chemical spill or workplace violence) is also considered a localized disaster.

- (2) Regional Disaster – Any disaster that affects an entire area. The most likely scenario may be a tornado, hurricane or flood that could damage or destroy both a particular facility and the surrounding area.

In both scenarios it is essential that:

- The plan is maintained and kept up to date;
- The key individuals and teams are up to date on their responsibilities and have responded to the interruption, and;
- A sufficient number of qualified personnel will be available to implement preparation, emergency, recovery and restoration activities;

As it is impractical and cost-prohibitive to maintain separate plans for each disaster scenario, the Disaster Preparedness & Recovery Plan presents a consolidated approach for both local and regional disasters.

1.6 Contracted Provider Responsibilities

It is the policy of Embrace Families that each contracted provider is responsible for maintaining a current emergency plan and staff roster and that each contracted provider has both available in the event of an impending natural disaster/severe weather. The Embrace Families Network Support Department shall ensure that Embrace Families has on file each contracted provider's agency Emergency Preparedness Plan. These Emergency Preparedness Plans are due each year from each contracted provider to the Network Support staff by July 31st and/or 30 days after contract execution.

It shall be the responsibility of each contracted provider to follow their Emergency Preparedness Plan as written. It is possible, depending on the disaster situation that contracted providers housed in Embrace Families facilities will need to follow the Embrace Families Disaster Preparedness & Recovery Plan. The Network Support Director and/or other designated Embrace Families staff (including the CBC Executive Directors) will contact each contracted provider upon notice of an impending disaster to discuss whether implementation of an emergency preparedness plan is needed. Continued notification will continue every 24 hours with the contracted provider's contact person until it has been assessed that the emergency has ended and normal working conditions can resume.

If the Emergency Response Team deems a facility to be closed, all staff and providers are not to enter the facility. Provider staff may need to work remotely from home or a different location if their home agency is open and operational.

In preparation for a disaster, Embrace Families shall require that all clients be accounted for through one of the following: Everbridge Communication System(Foster Parents) ,direct communication, telephone or in-person contact by the assigned/contracted Case Management Agency (CMA), Dependency Case Management (DCM) and/or Child Placing Agency (CPA) staff to ensure the families safety and plans for evacuation or disaster preparation by the family.

Embrace Families CBC Specific Notifications:

Adoptive/Licensed Placement:

CBC will require that 1 thru 5 shall be completed with the assistance of the Adoptive/Licensed Out of Home Care family's contracted CPA:

- (1) At the time of initial licensing and/or home study process, each Adoptive/Licensed (foster parent) family will complete a disaster preparedness safety plan that will identify a *primary* and *secondary* location to which they would go if they were forced to evacuate their home. This plan will be filed in the hard client file as well as uploaded into FSFN. The plan will be updated annually.
- (2) Severe weather warnings are to be taken seriously and Adoptive/Licensed placements must evacuate if ordered to do so.
- (3) When substitute care parents are forced to evacuate, they should take with them adequate clothing and medication for the child and other legal documents should also be taken. They must notify their CPA as soon as it is safe to do so, but no later than their arrival at the emergency shelter or other safe residence. At that time, the adoptive/licensed placement will inform their CPA of any immediate needs that a child has, such as medication, medical attention, clothing, etc.
- (4) The Adoptive/Licensed placement will keep the CPA advised of any change in their location and of any needs the child may have.
- (5) The Everbridge Emergency Communication System will be the notification system for licensed foster parents prior to the disaster.
- (6) The CPA will notify CBC DCM and/or the CBC Licensing Department that contact has been made with the substitute care family providing care to a child under supervision of CBC and the status of that family/child i.e. location, safety concerns, etc. , should they not respond to the Everbridge Communication system.

In- Home and Relative/Non-Relative Placements:

- (1) At the time of initial contact, initial Placement and/or during the home study process, the DCM will complete a disaster preparedness safety plan that will identify a *primary* and *secondary* location to which they would go if they were forced to evacuate their home. This plan will be filed in the client file and upload into FSFN. The plan will be updated annually as long as the case remains open and/or the child remains in placement with relative/non-relative.
- (2) Severe weather warnings are to be taken seriously and parents, relative/non-relatives caregivers must evacuate if ordered to do so.
- (3) When parent, relative/non-relative caregiver are forced to evacuate, they should take with them adequate clothing and medication for the child and other legal documents should also be taken. They must notify their DCM as soon as it is safe to do so, but no later than their arrival at the emergency shelter or other safe residence. At that time, the parent/caregiver will inform their

DCM of any immediate needs that a child has, such as medication, medical attention, clothing, etc.

- (4) The parent/caregiver will keep the DCM advised of any change in their location and of any needs the child may have.
- (5) For children placed through Interstate Compact Placement for Children (ICPC) the assigned CMA shall be responsible for contacting those families and children to ensure their safety and that their needs are being met in wake of the disaster. The Florida ICPC Office shall work directly with the central ICPC offices in other states to send and receive information and documents, as customary. CBC shall also make available to the DCF Interstate Compact Specialist a list of names of children from other states in which CBC has been assigned to case manager. Any and all information needed to communicate the safety of these children and families to neighboring states shall be made available as soon as contact has been made with these families. For further information on ICPC Disaster Response please refer to the Florida Interstate Compact on the Placement of Children Disaster Preparedness and Response Team Plan: http://www.dcf.state.fl.us/programs/ICPC/docs/icpc_disasterprep_responseplan.pdf

Required Actions following a disaster:

- (1) Immediately following any disaster the following actions will occur:
 - a. Embrace Families will contact Embrace Families licensed placements utilizing the Everbridge Communication system to determine if the family has been adversely affected or displaced due to the disaster. If a foster family does not respond through Everbridge then the assigned CPA will contact any family that via telephone or in person to determine any adverse effects or displacement due to disaster.
 - b. The assigned/contracted CMA shall contact each family/client via telephone or in person to ensure their safety and determine if they have been displaced or adversely affected by the disaster.
- (2) If a family has been adversely affected or displaced due to the disaster the assigned CMA and/or CPA shall do the following:
 - Determine the needs of the family/children;
 - Determine if the family is in need of assistance from CBC or if plans for recovery have already been established by the family;
 - If assistance is needed (i.e. shelter, clothing, food) the CMA, CPA and CBC shall explore and initiate immediate avenues to aid the family until the family can begin continue recovery independent of CBC;
- (3) CBC shall coordinate with the Department of Children & Families (DCF) or Seminole County Sheriff's Office (SCSO) Child Protective Investigation (CPI) staff to plan and prepare for implementation any changes in the acceptance of new cases needing services and supervision. This will be especially important for areas adversely affected by the disaster. Coordination with the CPI shall be of utmost importance in locating and contacting new clients especially if entrance to damaged areas is prohibited unless accompanied by a person(s) of law enforcement. Priority

to these clients shall be to ensure their safety and that their basic needs are met following the disaster and then continuing on with normal service operations and supervision.

- (4) In all cases where children and families have been adversely affected by the disaster appropriate community partners associated with the family and child(ren) [i.e. judicial, Guardian Ad Litem (GAL)] other service providers shall be notified in writing, when applicable, and/or via telephone or electronic communication immediately, when possible, of their well-being.

Embrace Families' main goal is continuity of care to our clients. Embrace Families shall resume normal operations as soon as readily possible following any disaster. The Embrace Families President/CEO shall determine when normal operations shall resume.

Embrace Families CBC will actively participate in local disaster calls with DCF and other CBCs regarding plans in place for children in care and continuity of operations. CBC will complete the Pre and Post Incident Reports which solidify the information needed for the local disaster call with the Department regarding the plans and whereabouts of children in care and operations.

1.7 Emergency Response Team

To facilitate preparation and the orderly and rapid recovery of critical functions, the Emergency Response Team (ERT) will oversee and carry out necessary activities that cut across organizational boundaries and affect all personnel and business functions.

Some of the key objectives of the ERT are listed here. A complete listing of responsibilities can be found in the sections for each disaster phase.

- To assess the emergency or disaster situation and present findings to the team leader;
- Oversee the corporate communication function in the threat of disaster;
- To ensure that critical business functions at Embrace Families are recovered within the required recovery time objectives following a declared disaster and ensuring a smooth return back to normal operations as quickly as possible;
- To serve as the central communication point to employees, emergency assistance providers, Recovery/Restoration teams, and DCF Contract Managers;
- To approve actions of teams that are not pre-planned where reasonable time is available for that team to request approval;
- Assure that Embrace Families Disaster Preparedness & Recovery Plan is adequately tested;
- Assure implementation of appropriate training programs to support planning requirements;
- Oversee the Recovery/Restorations team's crisis management including but not limited to communication with the media, cost tracking and insurance claim management, human resource issue management, client and public communications, and the activities associated with salvage operations;
- Keep documentation of all recovery-related activities and expenses to document the execution of the Disaster Preparedness & Recovery Plan;

The Emergency Response Team consists of the following people:

- Embrace Families Chief Executive Officer
- Embrace Families Chief Operating Officer
- Embrace Families Chief Financial Officer
- Embrace Families Chief Legal Officer – **Leader of ERT**
- Vice President of Operations – Child Welfare
- Vice President of Public Affairs
- Vice President of Integrated Health
- Vice President of Solutions
- Vice President of Foundation
- Vice President of Information and Eligibility
- Embrace Families Building and Property Manager
- Embrace Families MIS Director
- Embrace Families Human Resources Director; backup to the Executive Support Manager for tracking
- Embrace Families Network Support Director
- Embrace Families CBC County Executive Directors (Orange, Osceola, Seminole)
- Embrace Families Manager Stakeholder Engagement; responsible for following the status of the disaster (ex: storm tracking)
- Embrace Families Strategic Development Director
- Embrace Families Director of Quality and Training
- Embrace Families Risk/Accreditation Manager
- Embrace Families Director of Information and Eligibility
- Embrace Families Director of Caregiver Information and Eligibility
- Embrace Families Director of Utilization Management

2. DISASTER DECLARATION PROCEDURES

2.1 Responsibility for Declaring a Disaster

It is the primary responsibility of the ERT Leader to declare a disaster. Once the ERT has assessed the situation, the Leader will be notified of the findings and will declare a disaster if necessary. If the ERT Leader cannot be contacted within one hour, the Chief Executive Officer or the Chief Operating Officer can issue a declaration. The decision to initiate the Emergency Preparedness & Recovery Plan should be made when it has been determined that a disaster is imminent.

2.2 Overview of Procedures for Disaster Notification

The ERT will oversee the corporate communication function.

(1) Disaster occurred outside normal business hours:

Staff

- The Everbridge Emergency Communication System will be the notification system for staff/ including interns. (See Section 7).

Providers

- Provider staff will follow their own procedures for internal communication and notification of a disaster.

(2) Disaster occurred during normal business hours:

Employees

- Designated employees at each location will follow the checklists provided for the specific disaster situation.
 - ASC – Embrace Families building and Property Manager or BERT team designee
 - West – Admin. Assistant
 - East – Admin. Assistant/CBC POC
 - Seminole – Admin. Assistant
 - Osceola – Admin. Assistant
 - CAC – Receptionist or Program Director
 - Pathways homes – Embrace Families Building and Property Manager
- As soon as is possible, information about the disaster will be sent to all staff via the Everbridge Emergency Communication System (Text, email, phone) and the Alertus Desktop Communication System (Desktop Notification).

Providers

- Provider staff will follow their own procedures for internal communication and notification of a disaster. If provider staff is located in one of the Embrace Families buildings, they will follow the instructions of the designated Embrace Families lead at that location.

System of Care (including all staff, providers, clients, etc.)

Information about the Disaster will be posted on our company’s website, and recorded on the Emergency Call-In Phone Number (321) 441 – 2060 if it can be done safely.

CBC Clients

Clients will be contacted by their CMA or other contracted provider. CMA’s and other contracted providers will follow their own Disaster Policy for client contact and report client contact results back to the Embrace Families Network Support Director and /or CBC County Executive Directors. Embrace Families will utilize the Everbridge communication system in notification to licensed placements.

Vendors

The following agencies/vendors/providers will be contacted immediately following disaster declaration:

- DCF Contract Managers – Network Support Director or designated staff
- Child Placement Agency’s- Director of Caregiver Information and Eligibility or designated staff
- Case Management Agency’s- VP of Child Welfare Operations and /or the CBC County Executive Directors
- Other Contracted Providers – Network Support Director or designated staff
- Building Landlords – Embrace Families Building and Property Manager

- Solutions Programs: VP of Solutions
- Exponent HR/Payroll: Embrace Families HR Director

3. DISASTER PHASES

The following section contains specific procedures to follow during the various stages of a disaster. Each is intended to provide sufficient information for the respective teams so that they can carry out the required business continuation requirements efficiently and with a minimum of outside supervision. **The success of this plan will depend upon the successful accomplishment of each team's tasks.** Procedures for each respective activity should be documented so that as many decisions as possible concerning the post-disaster activities will already have been considered and addressed. This typically reduces confusion, repetition of effort and communication problems during disaster responses.

3.1 Phases of a Disaster

The Disaster Preparedness & Recovery Plan consists of three distinct phases: Preparation, Emergency Response, and Recovery/Restoration; each with its own set of objectives. The duration of each phase will depend on the nature of the event and its effect on Embrace Families critical business functions. As the length of the interruption increases, so does the level of response necessary to minimize its impact.

Preparation – The activities in this phase may only be applicable to disasters which occur with prior warning. The purpose is to prepare both staff and property for the event of a disaster. Other activities in this phase are ongoing and will be performed as scheduled (supplies and training).

Emergency – These are the immediate and reactionary actions that are performed during the unfolding of a disaster. The purpose of these actions is to protect life, safety and property. Once this is accomplished, the priority shifts to mitigation of damage and preservation of property. A determination of whether to declare a disaster will be made based on detailed evaluations of the event's impact on Embrace Families' critical business functions.

Recovery/Restoration – This phase is implemented once a disaster has occurred. The initial objective is to reestablish critical business functions in order to provide service to clients. It later involves completion of rebuilding, repairing, and reestablishing damaged facility/equipment. This phase is continued until restoration of original business operations is complete.

4. PREPARATION PHASE

This phase contains information in order to prepare for a disaster for which there is prior notice, such as hurricanes or pandemics. This step should only be taken if preparation does not put staff's safety at risk. The ERT is the only team that will be deployed to make decisions during the Preparation Phase of a disaster.

4.1 Emergency Response Team Procedures

- (1) Receive and immediately investigate any notice or warning of an occurring or potential disaster;
- (2) Report findings to ERT leader who will declare disaster if necessary;

- (3) If a disaster is declared, ensure staff takes the following steps to ensure building, data and equipment are safe and staff is prepared;

4.2 Staff Preparations

4.2.1 Client Safety: (Information and Eligibility Managers, CMA's)

- Print Client List: Information and Eligibility Managers will print client lists from ARGOS (Client by Area/Zip) and the FSFN CARS report. CMA's needs to verify all contact information is correct in FSFN.

4.2.2 Financial: (Finance Department)

- Cut checks if necessary;
- Print physical inventory;
- Evaluate if payroll needs to be processed early
- Assess need for Cash on hand CFO or designee;

4.2.3 Insurance (Chief Legal Officer, Risk/Accreditation Manager)

- Gather all documents that will assist with claims made to insurance;

4.2.4 Training and Plan review

- The ERT will meet annually in June to review the Plan and adjust as necessary.
- Annually a representative from each facilities BERT team will meet with a member of the ERT (designee assigned to that facility) to review the plan and the preparedness status of each facility.
- Annually Embrace Families staff will receive training on the annual plan.

4.3 Building Preparation

- Identify materials around the outside of the buildings that may pose a threat in the disaster situation and dispose of them;
- Close and latch/lock all filing cabinets and desk drawers;
- Move all supplies inside a cabinet to protect from damage;
- Close all doors to hallways or offices that have windows;
- Close all blinds;
- A list of supplies has been developed by the Embrace Families Building and Property Manager and those supplies are stored and maintained by the executive assistant at each CBC building;

4.4 Data Preparation

4.4.1 Records

The following steps should be taken to preserve any client, financial, electronic data or other record which is essential to the function of Embrace Families business.

Physical Records

- (1) Records Management staff should take inventory of client files and ensure that borrowed files are returned to their original location.
- (2) All staff should collect records from the floor or desktop and ensure they are stored inside document boxes, cases, file cabinets, or covered shelving. All staff should ensure that all confidential information is stored in the locked file room or locked cabinet/desk.
- (3) Cover any records that may be damaged by water from above with plastic sheeting or a garbage bag.

Electronic Records

- (1) Ensure current backups/images are made of all electronic data and store offsite;
- (2) Confirm backups/images offsite;

4.5 Equipment Preparation:

The following steps should be taken to preserve any equipment from damage including computer workstations, servers, telephone systems, copy/fax machines, A.V., and any other water vulnerable equipment.

Computer workstations, telephone systems, APC units, battery backups, copy/fax machines, A.V. equipment

- (1) Turn off and unplug all equipment from the wall power outlet. Do not unplug network cables.
- (2) Pick any equipment up off the floor, if possible.
- (3) If end user has a company laptop, and they need to take it home they may do so. The Disaster Preparedness and Recover Team may also require that laptops be taken home so that needed resources may be accessed remotely if a facility is closed due to the disaster.

Servers

- (1) Ensure servers are off the floor and under sturdy shelving.

If there is a tropical system that is a Category 2 or lower:

- (2) Leave servers plugged in and on.

If there is a tropical system that is a Category 3 or above:

- (3) Safely shut down servers.
- (4) Unplug power outlets and network cables.

Communication:

Embrace Families has developed communication templates to be sent to staff and Network Providers during the preparation stages. (Attachment A)

5. EMERGENCY PHASE

Should an emergency disaster occur during normal business hours (8:00am – 5:00pm, Monday through Friday) the emergency phase may be implemented. The ERT is the only team that will be deployed to make decisions during the Emergency Phase of a disaster.

If the emergency disaster occurs outside normal working hours, anyone with a cellular telephone can notify appropriate emergency services in addition to the ERT Leader. If a cellular phone is not available they should go to the nearest landline.

5.1 Notification Procedures

(Section 5.1) may be replaced by a main emergency hotline number if/when it is established)

Every employee is required to immediately contact the first available responsible person whenever that employee becomes aware of any hazardous or imminently hazardous condition. A responsible person in this situation is any of the following:

- An Embrace Families or a senior manager from the applicable Embrace Families affiliate of the affected area.
- A member of the ERT.

When a responsible person has been contacted, the notifying employee shall provide the following information:

- Their name, current location, and telephone number;
- The location of the reported condition and concise description of why a hazard is believed to exist or is imminent;
- If known, the cause and extent of the condition;
- The extent of any injuries, the names of the injured parties, and possible medical requirements;

The notifying employee will follow the instructions of the responsible person until either the condition is found to be non-threatening or an emergency is declared and appropriate emergency procedures are activated. Once a responsible person has been contacted, this individual will contact an ERT member, if not already a member.

5.2 Emergency Response Team (ERT) Procedures for Emergencies

Once the ERT members have been contacted, the following procedures apply:

- (1) Notify appropriate state and local emergency personnel as to the nature of the emergency if necessary;
- (2) If the emergency is not an immediate threat to personnel, meet either in person or via conference call to discuss the status of the emergency;
- (3) Reach a decision of action based upon all of the available information and input from staff on-site. If/When the team leader declares a disaster, initiate the Embrace Families communication process via the Everbridge Emergency Communication System;
- (4) Take appropriate action regarding the emergency situation according to company emergency procedures (evacuations, etc.);
- (5) Assess the threat to Embrace Families personnel or property. Evaluate the operating condition as a result of the threat or disruption;

5.3 Emergency Situations

The type of emergency will determine the plan of action. The following list is not intended to cover all types of emergencies that may occur. When an emergency occurs that is not listed, it is up to the discretion of the staff member to make a decision of action based on the information obtained. Evacuation routes have been developed for each of the Embrace Families buildings and are posted in each of the buildings. (Attachment B) Embrace Families conducts drills quarterly to ensure staff and Network providers are aware of the evacuation routes and pre-determined evacuation location. Embrace Families has designated staff (BERT team members) in each building that will ensure clients and other known in visitors have exited the building to the pre-determined evacuation locations. Staff/clients should take all keys wallets/purses in case staff/visitors are not allowed re-entry into the building.

Fire

- (1) Any staff member may alert employees by either pulling a fire alarm in the building or using the telephone intercom system;
- (2) Anyone in the affected building should safely exit the building;
- (3) No one should re-enter the building until the “all clear” has been given by emergency officials;
- (4) Notify a member of the ERT as soon as possible;

Tornado/Severe Weather Warning

- (1) If a tornado/severe weather warning has been issued for a storm cell that is near one of the Embrace Families buildings, all personnel should be alerted via the telephone intercom system, Everbridge system and e-mail.
- (2) If there is a tornado warning, clients and staff should go to one of the following locations.
 - a) Any inside room or office without windows.
 - b) Any bathroom with a door that latches.
- (3) Once the storm has passed, ensure that all personnel are accounted for and call emergency officials if needed.
- (4) Notify a member of the ERT as soon as possible.

Serious Injury or Illness

- (1) Any staff member notified should call 911 to alert emergency officials;
- (2) Any staff member properly trained in first aid may administer assistance while waiting for an ambulance to arrive;
- (3) Notify a member of the ERT as soon as possible;

Terrorist or Bomb Threat (from Outside building)

If possible, the Homeland Security “*Bomb Threat Checklist*” should be used to help guide conversation with person making the threat. (Attachment C)

- (1) If possible, write a note to a colleague to call the authorities (911) and the ERT or as soon as the caller hand up immediately notify them yourself;
- (2) All personnel should be evacuated to a safe location, if the situation deems it necessary;
- (3) No one should reenter the building until the “all clear” has been given by emergency officials;

Client/Visitor Threat

This is intended to alert personnel that a client/visitor is directly threatening the safety of either another client/visitor or a staff member. Staff should review and utilize the *Homeland Security: Pathway to Violence Warning signs and what you can do* info sheet. (Attachment D)

- (1) Activate the “blue light alert system” if there is one available in the building location by pressing the push button located by the receptionist’s desk;
- (2) Law enforcement should be called immediately by a staff member not involved with the threat;
- (3) That person should also notify the ERT;
- (4) All personnel should be evacuated to a safe location, if the situation deems it necessary;
- (5) No one should reenter the building until the “all clear” has been given by emergency officials;

Active Shooter

- (1) Annually review Homeland Security’s “How to respond when an active shooter is in your vicinity” (*Attachment E*)
- (2) Quickly determine the most reasonable way to protect your own life. Clients are likely to follow the lead of employees.
- (3) Law enforcement should be notified immediately by staff when it is safe to do so.

5.4 Pandemic Procedures

Embrace Families staff members and clients may come into contact with several illnesses which may reach pandemic level including, but not limited to, the Zika virus, Pandemic Influenza and Tuberculosis. Embrace Families Pandemic Procedures listed herein will be the same for any type of pandemic illness that occurs.

If a pandemic occurs, it will be the responsibility of local, county and state public health departments to issue quarantine orders, direct facility closures, provide information designating key health care facilities, and distribute medications and vaccines. Official public health notices received by Embrace Families will be directed immediately to the ERT.

Health/Hygiene Etiquette

At the onset of the pandemic, access to vaccines and antiviral drugs may be extremely limited, and non-medical intervention measures may be recommended by the CDC and the public health agencies to delay the spread of the disease. It is the responsibility of all Embrace Families staff members to follow these procedures if warned of a pandemic:

- Wash hands properly or use hand sanitizers when hand washing is not possible;
- Use appropriate cough etiquette;
- Avoid close contact with people who are sick;
- Sanitize “touchable” surfaces;

If a staff member in one of the Embrace Families buildings contracts a pandemic illness, the building will be temporarily closed and a cleaning company hired to disinfect all utilized space in the building. Visitors and staff that are in the building will be notified of the reason for closure and advised to seek medical consultation.

Depending on the severity of the pandemic, the ERT may implement any of the following precautions:

- Use of appropriate personal protective equipment (PPE);
- Work distancing, such as:
 - Minimization of unnecessary social interactions.
 - Minimization of face-to-face meetings or conferences.
 - Maintaining a six foot distance between individuals.
- Modification of workers' schedules;
- Telecommuting (for appropriate staff members);
- Temporary Office Closure;

Absences

Absenteeism may be for a variety of reasons: illness/incapacity; caring for other family members, or school closures.

Staff members should use their discretion when determining their state of health. If a staff member shows signs and symptoms of a known pandemic illness they should do the following:

- (1) Refrain from coming into the office, or if at the office already, go home;
- (2) Notify the Embrace Families HR Department;
- (3) Seek immediate medical attention;
- (4) Do not return to work until such time that they are symptom free, past the contagious period, and released for work by your doctor. (A doctor's release will be required to return to work if absent for 3 days).

Staff members who become ill or have an immediate family member who becomes ill and must be away from work have several options for dealing with their absence:

Your illness:

If your doctor states that you need to be away from work for more than 3 days, you may request to be covered under a leave of absence or the Family Medical Leave Act. If approved, this absence will use PTO that you have accrued, before putting you on a non-paid absence. Acquiring this leave will protect your job under the Embrace Families leave of absence policy (see Employee Handbook). Some illnesses are also covered under Short Term Disability if absence lasts for 15 days or more.

Family member illness:

If you must care for an immediate family member (spouse, child, and parent) and need to be away from work for more than 3 days, you may request to be covered under a leave of absence or the Family Medical Leave Act. If approved, this absence will use up PTO that you have accrued, before putting you on a non-paid absence. Acquiring this leave will protect your job under the Embrace Families leave of absence policy (see Employee Handbook).

Maintaining Business Functions

Due to the type of work Embrace Families does, it is essential that critical business functions are still operating during a pandemic. Staff who have not been affected by the pandemic may need to work extended hours and/or remotely to maintain critical operations. These employees would need to make personal arrangements for maintaining family needs during their absence.

Responsibility to CBC Clients

CBC as Lead Agency shall ensure that all clients (children and families) receiving services from CBC shall be informed of precautions to take to prevent and protect themselves from contracting the virus and/or what to do when they have contracted the virus. The CMA assigned to the family shall be the point of contact in delivering this information to their assigned families and caregivers. Information shall be delivered during monthly home visits, shelter hearings, included in the parent handbook/packet that is given to all families upon initiation of services and available on the CBC website. Families shall also be directed to seek the advice of their medical practitioner/provider if further information is needed or they become ill. This same information shall be shared as well with all contracted licensed out-of-home care agencies. Additional information, requests and or requirements as mandated by DCF shall be shared with families and providers upon receipt by CBC.

5.5 Emergency Evacuation

The goal is to provide a safe exit and meeting location in the event an emergency evacuation of a building. The **highest priority** is the preservation of the lives and safety of the people in the area. If the disaster is of a nature that makes orderly evacuation impossible, every effort will be made to get all personnel to safety as quickly as possible.

- If not already done, activate the evacuation alarm and evacuate the building.
- Follow posted building evacuation routes. (Attachment B)
- Once evacuated, take a head count of all employees. Ensure any contracted providers do the same if the building in which they are housed is affected.
- A buddy system consisting of two employees, designated by their Building Emergency Response Team (BERT) Captain, will assist those who will require assistance in exiting the building.

Communication:

Embrace Families has developed communication templates to be sent to staff and Network Providers during the emergency stage. (Attachment A)

6. RECOVERY/RESTORATION PHASE

6.1 Recovery/Restoration Process

Once a disaster is declared, the ERT Leader is responsible for the overall recovery and restoration of the operations back to pre-disaster condition.

Embrace Families outsources various services, including but not limited, to payroll, email, general office applications, internet access and accounting systems and data. In the event of an interruption, Embrace Families would need to recover these services and establish general network functions. Personnel would

need to be able to access the network, either directly or by remote access. Many of the processes would not be directly affected by a location out of service. To do so, critical resources, particularly the most critical information and applications of the network, voicemail, and telecommunications must be restored as soon as possible. This and succeeding sections provide a description of the activities required to begin recovery.

6.2 Disaster Recovery and Management Team Procedures for Recovery/Restoration

- (1) Once the event is over, perform an overall assessment of the status of the facilities;
- (2) Receive and manage incoming status reports from the Recovery/Restoration Teams as the execution of the plan progresses;
- (3) Assess progress of the plan's execution based on reports and data received to make the appropriate business decisions or requests;
- (4) Mobilize external resources (vendors, other agencies, consultants, etc.) to handle more complex problems or issues when required;
- (5) Oversee Damage Assessment and Status Determination by each Recovery/Restoration Teams to determine:
 - the degree of damage, if any, to the buildings;
 - the potential duration that the building will be inaccessible;
 - the degree of damage to the work space and equipment;
 - the availability of utility services (such as telephone lines and internet);
 - the initial assessment of damage to documents and records;
- (6) Public statements will only be made by the CEO/President or the Vice President of Public Affairs or someone designated by them.
- (7) Meet with local officials, the Recovery/Restoration Teams and construction officials to review and approve the proposed restoration schedule.
 - a. Formally declare an end to the emergency situation, once operations have been restored at the site;
 - b. Meet with Recovery Teams and vendors (if necessary) to assist in post execution analysis;
 - c. Incorporate feedback or modifications from this into the plan's next revision;

6.3 Teams for Recovery/Restoration

Several Infrastructure Recovery/Restoration efforts will be undertaken to recover the business during the Recovery/Restoration Phases. The following Infrastructure services are identified:

- (1) Technology
(Members: MIS Director, CFO, VP of Information and Eligibility)
- (2) Facility
(Members: Embrace Families Building and Property Manager, County Executive Director(s), Human Resources Director, COO, CEO, VP of Operations, Strategic Development Director)

- (3) Logistics
(Members: Human Resources Director, Chief Legal Officer, County Executive Director(s), CEO, VP of Operations, VP of Foundation, Embrace Families Building and Property Manager, Office Manager)
- (4) Finance
(Members: Finance Director, CFO, VP of Finance, Office Manager)
- (5) Human Resources
(Members: Human Resources Director, HR Managers, COO, CEO)
- (6) Physical Records
(Members: VP of Information and Eligibility, Director of Information and Eligibility, Information and Eligibility Managers)
- (7) Claims:
(Members: Chief Legal Officer , Risk/Accreditation Manager)

The decision of which recovery/restoration teams will be activated will be made by the ERT team and will be based on the specific nature of the disaster. The members will mobilize and begin recovery/restoration operations. From the time the disaster is declared and all personnel are notified to assume their recovery roles, the focus of all immediate activities will be the rapid and orderly recovery of critical functions.

6.3.1 Technology Recovery/Restoration Team

OBJECTIVES

Ensure the recovery/restoration of data communication networks and internet links. Once connectivity is achieved, revert to a maintenance and support role where the team will monitor and maintain connectivity among all external entities. The team will report both initial and comprehensive findings to the ERT.

These operations are highly integrated with the insurance claim process and, in some cases, represent the single opportunity to retrieve sensitive source documents and data. Some collaboration with the Finance Team, Logistics Team, and Facility Team will be needed.

The team will also ensure the salvage and repair (where applicable) of computer equipment and hardware after the event and assist with the salvage of any computer records.

RESPONSIBILITIES

- (1) Once the facility is safe to enter, perform an initial assessment of the computer and hardware equipment;
- (2) Establish communications with vendor representatives (i.e. telecommunications, and computer equipment vendors) and determine the probable duration of any outages;

- (3) Report comprehensive damage assessment findings to the Disaster Preparedness & Recovery Management Team;
- (4) Conduct a detailed assessment and inventory of the computer hardware, telecommunications equipment, and peripherals. All equipment should be inventoried;
- (5) Arrange to remove and store any damaged equipment;
- (6) Arrange to have a salvage/repair vendor provide a cost estimate for repairs for equipment;
- (7) Report any data loss to the ERT;

6.3.2 Recovery/Restoration of Data Processing

These procedures will direct the recovery priority of work stations, servers, applications, telecommunications, Embrace Families company computers and other technology resources. The technology environment may temporarily be restored to an emergency restoration configuration and may not necessarily replicate the day-to-day production environment. This set up may include a virtual environment created from server images and/or work remotely. Restoration includes loading operating systems and applications software, and data files (where backed up through the network).

Strategy

The order in which equipment comes back online relies largely on the extent of the disaster/damage. Domain servers are identical from server to server. As such the alternative service location will support continued services. Core vendor will assist in securing any replacement hardware (especially servers) quickly.

Recovery of Voice Communications

Voice communications is an important support function for Embrace Families.

Strategy

Recovery of voice communications can be arranged by requesting the current telecommunications provider to repair or redirect the lines of Embrace Families.

Recovery of Internet

Embrace Families employees rely on the internet to conduct operations. Access to the internet is essential for Embrace Families to continue normal operations. Embrace Families has a redundant system that automatically initializes if the primary service is disabled.

Strategy

Recovery of service will be done by the internet service provider(s)

6.3.3 Facility Recovery/Restoration Team

OBJECTIVES

Responsible for analyzing the salvage ability of physical structures necessary for the operation of the Embrace Families system. Reports both initial and comprehensive findings to the ERT. Some collaboration with the Technology Team, Physical Records Team, Claims Team, Finance Team, Logistics Team, and Human Resource Team will be needed. Arrange repair of the facility as soon as cost effectively as possible or assist with arranging a permanent relocation to a new site.

RESPONSIBILITIES

- (1) Obtain an immediate assessment of the safety of the building from the local emergency authorities on the scene to determine habitability;
- (2) Establish communication with applicable vendor representatives (i.e. public utility, landlords) and determine the probable duration of any outages;
- (3) Facilitate a comprehensive assessment of damage to the building pertaining to the safe operation of Embrace Families (if required);
- (4) Provide an initial analysis of the damage to the ERT with recommendations on whether the Embrace Families facilities can support Embrace Families operations after a disaster has occurred:
 - a. The facility can be repaired and re-used;
 - b. The facility must be re-built at its current location;
 - c. The facility must be re-built in another location.
- (5) Assess damage to non-computer equipment and develop a list that indicates undamaged, damaged but salvageable, and unsalvageable equipment;
- (6) Assemble information for purchasing necessary equipment. This information will be used for purchasing and insurance claim processing;
- (7) Facilitate the repair or reconstruction of the building. Schedule a walk-through of the new or restored facility and review any final tasks that must be completed prior to relocating to this facility;
- (8) **Building Repair**
 - Landlord/insurance – Confirm that the facility is suitable for repair. Retain engineers to assist in this determination and consult with CBC insurance carriers.
 - Ensure all water has been extracted from the building (if applicable). Check for mold growth.
- (9) **New Building Development**
 - If the decision is made to rebuild the facility, coordinate with vendors, resolve contractor problems and develop a budget and allocate expenses associated with the rebuilding effort.
- (10) Confer with the Technology Team to determine the timing of the switch of computer operations to the new or restored facility. Confer with all business units to determine if they have any specific

concerns regarding the move.

6.3.4 Logistics Recovery/Restoration Team

OBJECTIVES

This team will be responsible for logistics of any temporary operation sites that may be setup when a permanent operation site is unavailable. Initial and comprehensive findings should be reported to the ERT. Some collaboration with the Technology Team and Facility Team will be needed.

Temporary Relocation

If there is reason to believe that the effects of a disaster may extend beyond one day, the ERT Leader may initiate the procedures for temporary relocation. This will involve the relocation of key personnel to a temporary work location.

Recovery/Restoration of Operations

If a permanent site is not available, the migration of operations to the temporary site should be initiated.

Strategy

If the Administrative Support Center (ASC) has been damaged, key personnel will be relocated to the County Service Center locations and vice versa, if possible. If a temporary site cannot be established immediately, staff should utilize Embrace Families' ability to connect to software applications remotely until a site can be established.

Recovery of Mail Services

Embrace Families relies on domestic mail services from the USPS and various overnight vendors.

Strategy

Check the availability of various points of service by the USPS and overnight services. Reroute mail services to temporary relocation site, if applicable.

6.3.5 Finance Recovery/Restoration Team

OBJECTIVES

Ensure proper coding of disaster-related replacement, relocation, and rebuilding costs for insurance reporting, in addition to acting as a liaison with the insurance companies. Responsible for coordinating purchasing information for the purchase of any supplies or equipment during disaster situations. Some collaboration with the Technology Team, Facility Team, and Human Resource Team will be needed.

RESPONSIBILITIES

- (1) Advise insurance carriers of the disaster (provide as much detail as possible) and track carrier's actions. Coordinate with the Facility Recovery/Restoration and Technology Recovery/Restoration Team to meet insurance adjusters at facility to review all damage.
- (2) Collect (from Disaster teams) and maintain a record of all disaster related losses (equipment, furnishings, etc.) and expenses (relocation costs, extra salary costs, transportation, lodging, meals).
- (3) Arrange to provide timely payments to disaster related vendors, suppliers and distributors.
- (4) Coordinate purchasing information for all replacement supplies/equipment.
- (5) Compile a final accounting of expenses, rebuilding/ construction costs, travel and lodging expenses, replacement costs, overtime, and all other monetary outlays associated with the recovery efforts.
- (6) Request a preliminary (or final, if appropriate) disposition of insurance claims.

6.3.6 Human Resources Recovery/Restoration Team

OBJECTIVES

Ensure safety and well-being of employees in all phases of a disaster. Responsible for assisting in the resumption of normal business with as little interruption as possible. Some collaboration with the Finance Team and Facility Team will be needed.

PROCEDURES

- (1) Make appropriate internal communications message to employees notifying status of recovery using Everbridge.
- (2) Refer personnel to the appropriate employee assistance services as needed.
- (3) Be prepared to assist family members with preparing and filing health insurance claims and other benefits as needed.
- (4) Evaluate potential personal and family issues (i.e. child care) resulting from an interruption and define strategies to mitigate their impact on business continuity.
- (5) Oversee manpower management for the teams and departments. Coordinate compensation disbursements as required.
- (6) Contact any employees who are off-site for return to their assigned relocation site.

6.3.7 Physical Records Recovery/Restoration Team

OBJECTIVES

This team will be responsible for recovering and restoring physical records that are essential to business operations. During a disaster, physical records may have been damaged, depending on the ability to prepare for the disaster. Some collaboration with the Facility Team will be needed.

RESPONSIBILITIES

- (1) Evaluate the condition of physical records and report findings to the Emergency Response Team.
- (2) Take inventory of records to include the following:
 - Records that do not need repair.
 - Records that need to be repaired.
 - Records that are damaged beyond repair and need to be replaced.
 - Records that are damaged beyond repair and cannot be replaced.
- (3) Restore documents to their prior condition if possible. Resources for records restoration could include reprinting documents from FSFN, the Embrace Families network servers, Finance applications, or other sources.
- (4) Send final findings of case records status to the Department of Management Services and the DCF Contract Managers.

Communication:

Embrace Families has developed communication templates to be sent to staff and Network Providers during the recovery/restoration stage. (Attachment A)

7. EVERBRIDGE MASS NOTIFICATION FOR EMERGENCY RESPONSE AND NOTIFICATION

Embrace Families uses the Everbridge Mass Notification for Emergency Response and Notification. Everbridge enables Embrace Families to send notifications to individuals or groups using lists, locations, and visual intelligence. This comprehensive notification system keeps everyone informed before, during, and after events whether emergency or non-emergency. Everbridge makes it an efficient process to notify or manage contacts and/or manage contact data across multiple distributed data stores from a single access point.

In an emergency, a member of the ERT prepares a notification regarding the event and the requested responses needed. The member then broadcasts the message via one or all of the known communication methods (business phone, business text, business cell phone, business email, personal phone, personal text, personal cell phone, and/or personal email) to those staff/licensed placements in the affected locations. Staff/Licensed placement will receive this message on a 30 minute basis until they respond. Staff/Licensed placement responds in the following manner:

- Business or Personal, Cell or Landline Phone: Staff receives a recorded message that includes a mandatory request for response. At minimum, the response is a key code entered response as noted:
 - 1) I am OK and understand my required actions.
 - 2) I am OK but cannot complete my required actions due to current weather conditions or damages.
 - 3) I need to be connected to the Emergency Conference Line.
- Business or Personal Email or Text: Staff receives a written message that includes a mandatory request for response. At minimum, the response is a text / email entered response as noted:
 - 1) I am OK and understand my required actions.
 - 2) I am OK but cannot complete my required actions due to current conditions or damages.
 - 3) I need to be connected to the Emergency Conference Line.

The ERT and officers have access via web or cell to the response reports and are continually manning the Emergency Conference Line. If a staff does not respond to the emergency notification within 24 hours after the first attempt, the CEO will make a decision on whether to notify emergency personnel.

The Pathways to Home Executive Director and/or the Embrace Families Building and Property Manager is responsible for notifying all residents in the Pathways Homes of the nature of the disaster and take any necessary actions with the assistance of whatever staff is needed, such as the Embrace Families Building and Property Manager.

8. HURRICANE/TROPICAL STORM SPECIFIC ACTIVITIES

This plan is intended to outline activities to address all types of disasters. With hurricanes and tropical storms being the most probable disaster expected to be faced, the ERT has identified additional specific activities for these weather events in the Preparation and Recovery/Restoration phases.

8.1 Preparation Process

When a storm is forecast to impact Embrace Families' service area, the Team will begin to meet daily to evaluate the situation and will meet daily including weekends throughout all phases of the storm. If facilities are closed, the team will meet by conference call if possible. After evaluation is complete, the team may take the following actions if deemed necessary.

- 1) Monitor public school schedules in Central Florida. In general Embrace Families' offices will close if any of the school districts close, but final determination will be made by the Team.
- 2) If necessary, the Team will establish a separate Operations daily meeting by conference call to be led by the VP of Operations – Child Welfare. This call will include CMAs, CPAs, Intake and Placement and other parties identified by the team.
- 3) Verify that the Team passwords are up to date for Everbridge.
- 4) Embrace Families Building and Property Manager will ensure that materials needed for building preparation are available at each building and verify that appropriate preparation steps have been followed and report to the Team when the buildings are secure.

- 5) Director of Caregiver Information and Eligibility will notify CPAs that the Plan has been enacted and request they follow appropriate procedures.
- 6) VP of Operations – Child Welfare will notify the CMAs that Plan has been enacted and that they begin taking appropriate actions including printing client lists.
- 7) Chief Operating Officer will notify DCF that the Plan has been enacted.
- 8) Embrace Families Building and Property Manager will use the key fob system to lock the doors on any facility when it is closed.
- 9) Embrace Families Building and Property Manager will ensure that Pathways to Home residences are secured.
- 10) Upon closure of a facility, MIS Director will forward desk phone lines to one number with a voicemail message stating the status of what is closed. Message will also include a number for Intake and Placement so that someone may be reached in the event of a non-life threatening emergency.
- 11) Team designee will contact Intake and Placement to ensure that they have an on-call person during the storm.
- 12) Team designee will ask CPAs to identify and determine the status of any children in care who may be in evacuation zones or in mobile homes.
- 13) COO will contact other CBCs in the storm area to communicate CBC’s plans and discuss children placed in homes in their areas.
- 14) CFO will maintain possession of the physical bank checks.
- 15) Director of Information and Eligibility will request that CMAs return client files to the records rooms.
- 16) HR Director will print staff and Team contact lists.
- 17) The Everbridge system will be used to provide updates and instructions as needed to staff.
- 18) If facilities are closed, the Network Support Director will notify co-located agencies and the rest of the provider network.
- 19) If facilities are expected to close, the Team will identify staff who can serve as points of contact for each building. The Embrace Families Building and Property Manager will provide keys to them so they can access their designated building.

8.2 Recovery/Restoration

- 1) Once roads are open, the building points of contact will evaluate the buildings, report the status of each to the Team and take any action needed to address issues as long as those actions can be done safely.
- 2) Embrace Families Building and Property Manager will contact landlords about the condition of the facilities.
- 3) Everbridge will be used as needed to determine the status of staff and to notify them of work schedules.

General Embrace Families Staff Notice Information

What you need to Do and Know during Hurricane Season

Before the event you need to...

- 1) Make sure all of your emergency contact information is updated with the Human Resources Department.
- 2) Have reviewed the Embrace Families Disaster Preparedness and Recovery Plan.
- 3) **Know** you may be required to perform necessary tasks in order to assist clients, other employees, or the general public during a period of disaster where a clear danger to life and property may exist.

Preparing for the Event you need to....

- 1) **Know** that the priority of Embrace Families is the safety of **staff and clients**, protection of **assets**, and a timely **restoration** of business operations.
 - a. If you are chairing or facilitating a meeting, **communicate** to those attending that the meeting may be cancelled due to the disaster.
 - b. Follow the procedures of **protecting equipment** (protecting electronics, collecting important documents or securing the facilities).
 - c. Make sure client information is **stored** and **locked** in a protected area (such as your desk or file cabinets and covered with plastic)
 - d. Your department head will ask you to assist in the preparation of the agency according to the Disaster Preparedness and Recovery Plan. This could include compiling client lists, contacting providers or contacting families.
- 2) **Know** that the website www.embracefamilies.org will have a notice on the home page that will have the status of operations (closed or open). You may receive additional information from CBC Management via the Emergency Communication System.
- 3) Make sure that your **cell phones** and or **laptops** are **charged**.
- 4) **Know** to forward any **Media Inquiries** to Joe Durso, VP of Public Affairs 407-722-1155 or Glen Casel, CEO 321-230-4124.

During the event you need to....

- 1) Be safe.
- 2) Have your **emergency contact** phone ready if your Disaster team captain needs to contact you with instructions or to check in.