



**EMERGENCY**  
**PREPAREDNESS/RESPONSE PLAN**  
**for**  
**Continuity of Operations**

**Effective**

*July 1, 2023*

## INTRODUCTION

The following contains the written Emergency Preparedness Plan (EPP) and Continuity of Operations procedures for Communities Connected for Kids (CCKids). This document is intended to address provisions for dealing with fires, natural disasters, workplace threats, violence and hazardous materials. This plan was revised to meet the criteria established in the *Child and Family Services Improvement Act of 2006* which states that child welfare programs must establish a plan to address the following:

- a) Identify, locate, and continue availability of services for children under State care or supervision who are displaced or adversely affected by a disaster;
- b) Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases;
- c) Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster;
- d) Preserve essential program records; and
- e) Coordinate services and share information with other States.

Some emergencies, such as fire or chemical spills come without warning. With others, such as tornadoes or hurricane/tropical storms, there may be several hours or several days' notice. Although hurricane/tropical storms are the primary emergency for which we can institute advanced planning, the basic principles contained in this plan apply to other emergencies as well.

This plan is to be used in conjunction with the Department of Children and Families Emergency Preparedness/Continuity of Operations for Circuit 19.

An annual Emergency preparedness overview to CCKids staff and case management subcontractors will be provided at the start the start of hurricane season by senior management. The Emergency Call Tree documents will be kept up to date through the year, and confirmed annually to ensure current and accurate staff listing, with primary and back-up phone contact information for each staff member. Contract management will ensure that subcontract providers have a current approved plan that incorporates the key elements of the CCKids plan, and that an annual update and overview is provided to subcontractor staff.

This plan is specifically designed to:

- a) Ensure that CCKids is prepared to respond to emergencies, recover from them, and continue to deliver services in the affected areas;
- b) Ensure that CCKids and its providers are prepared to provide critical services in an environment that is threatened, diminished, or incapacitated; and

- c) Ensure that children and families have access to and knowledge of community resources designed to equip and prepare for disaster, and recover thereafter.

## **CHAIN OF EMERGENCY OPERATIONS**

CCKids Headquarters Office serves as the **Emergency Operations Center (EOC)** during a disaster. The EOC will remain open until a disaster/emergency is determined to be at the level which would preclude staff from being located there. Should this site not be usable due to damage following an incident, CCKids leadership will identify an alternate location to relocate the EOC.

Communities Connected for Kids, Inc.  
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**772.249.0166 (f)**

Official notices regarding a disaster/emergency situation will emanate from the CCKids' Emergency Operations Center. Notification to close and re-open the service centers will come from the CCKids' Emergency Operations Center, not from management located at the Service Centers. In the case of a wide impact event such as a Hurricane, the determination to close and re-open service centers will be at the discretion of the CEO, and may follow the lead of each county government's Emergency Operations Center, which determines the status of local government operations based upon weather conditions.

Members of CCKids Senior Management Team, as well as senior managers from the case management agencies and other providers, shall serve on the Circuit's Emergency Operations Team. The purpose of the Team is to provide a forum for open communication and planning in the event of a natural disaster and/or emergency that is expected to disrupt regular day-to-day operations and services. The Team meets in person or via teleconference both before and after natural disasters and/or emergencies.

In an emergency, the following people would become responsible for fulfilling designated Continuity of Operations roles and are responsible for making decisions affecting the overall agency and for delegating duties and responsibilities to the other staff members (Refer to Exhibit A – *Emergency Preparedness/Emergency Protocol Checklist*):

- 1. Chief Executive Officer**
- 2. Chief Operating Officer**
- 3. Chief Financial Officer**
- 4. Human Resources Director**
- 5. Quality Management Director**
- 6. County Directors**

7. **Contract Management Director**
8. **Clinical Services Director**
9. **Community Relations Director**
10. **Permanency and Well-Being Director**

The **Chief Executive Officer (CEO)** will be responsible for oversight of all agency activities, including evacuation if necessary, and keeping the Board of Directors apprised of our activities and any emergent needs.

The **Chief Operating Officer (COO)** will assist the CEO in coordinating the response effort and will be in charge of ensuring dissemination of the CCKids Emergency Call Tree, as well as emergency contact information provided by the case management agencies and service providers.

The **Chief Financial Officer (CFO)** will be responsible for ensuring that all financial issues, such as the early processing of contractor payments and agency payroll, are completed prior to the emergency, and that sufficient cash is on hand to address emergency needs of clients. CCKids servers are backed up daily in Orlando (Devereux Advanced Behavioral Health) and in Pennsylvania (Devereux Foundation). CFO will ensure continued daily backup of non-FSN systems and agency records is accomplished.

**Human Resources Director** will oversee coordination of disaster/emergency-related administrative leave determination, documentation, and communication to staff.

**Contract Management Director** will oversee the contracted in-circuit residential facilities and child-placing agencies to ensure they are following the plan, and to receive confirmation of the facility's and/or foster parents' determination whether to evacuate or shelter in place. Additionally, they will be responsible for ensuring that other CBCs with youth placed in Circuit 19 have been contacted and advised of each facility's plan

**IT Supervisor** will coordinate the securing and preparing of all computer systems, equipment and related technology at CCKids. The CFO will assist as needed.

**Clinical Director** will oversee activities ensuring that children placed in specialized settings ( STGH, STFC, SIPP and Medical foster care)out-of-circuit are accounted for, in instances where storm and other emergency impacts are anticipated to occur in the out-of-circuit locations.

**Community Relations Director** will be responsible for interfacing with media on the emergency's impact upon CCKids, and ensuring knowledge of resources and training are disseminated throughout the network. Additionally, they will be responsible for coordinating relief efforts, such as obtaining emergency supplies.

**County Directors** will ensure that their respective Service Centers are following the plan.

**In addition, Martin County Director** will oversee the in-house Level I licensing staff to ensure they are following the plan.

**In addition, Indian/Okeechobee River County Director** will oversee contact with Extended Foster Care and Road to Success clients.

Permanency and Well-Being Director will serve on the Emergency Operations Team and assist as needed with departmental activities.

In the event that the CEO is unable to fulfill the duties of the Emergency coordinator role, the COO, and subsequent to the COO the CFO will assume the functions. In the event that the CEO, COO and CFO are unable to fulfill the duties of their Emergency role, the CCKids Board of Directors Chair will be contacted to determine the reassignment of duties to ensure that all key responsibilities are able to be fulfilled. Until such designation is made, the succession of directors in the order listed above will assume the role.

## **COMMUNICATION SERVICES**

CCKids utilizes specialized services to aid in communication during disasters and/or emergencies. The following are two types of these services:

### Emergency Communications Network

- Toll-free “hotline” set up to be used as the single point of providing updates on the emergency, service center closures/openings, and information on post-emergency relief efforts. The hotline number is 1-866-322-3535.
- The system provides recorded updates to callers and takes messages. The messages are then electronically sent as audio files to the Emergency Coordinator. The Emergency Coordinator reviews the messages and routes them to the appropriate party.

### Voice Message Broadcasting

- An emergency communication tool is used to deliver consistent recorded messages in minutes to all staff, providers, foster parents, caregivers and clients.
- Emergency notifications are broadcast to all home, office, and cellular telephones signaling that the Emergency Hotline has been set up and will be providing updated information before, during and after the disaster/emergency.
- At the request of the Emergency Coordinator, call lists for staff, key subcontractors, leadership, foster parents and residential group facilities will be updated and provided to the Voice Message Broadcasting vendor, Line 1 Communications. Employees are responsible for ensuring that up-to-date contact information is provided to Human Resources throughout the year.
- Social Media updates are used to communicate to our partners and stakeholders, including status of operations, needs identified either for the overall system, or for individual circumstances of a child or family receiving services.

## CONTINUITY OF OPERATIONS DOCUMENTS

THE CCKids' Continuity of Operations will be maintained on the CCKids Internet website. Additional resources will be made available through links on the CCKids' page to each County EOC pages for information including *Hurricane Shelter information, Hurricane Evacuation Routes, etc.*

## PRIORITIES

1. Assure the safety and well-being of children in foster homes, emergency shelters, residential group care facilities and any other contracted providers responsible for the care and custody of children;
2. Provide assistance as needed to families and clients served by in-home services;
3. Assure the safety and well-being of staff and their families;
4. Safeguard agency documents, equipment, and buildings; and
5. Cooperate with other agencies to provide assistance to the community at large.

## PERSONNEL POLICIES

The CEO or Human Resources Director, or designee will determine all personnel policies during a disaster and/or emergency. This pertains to leave, holidays, payroll, etc.

In the event of any disaster and/or emergency, holiday observances and vacation may be cancelled. The CEO and other key personnel are expected to be available remotely to participate in assigned activities if they are on vacation. If an emergency occurs on the weekend, designated staff members are expected to be available to adequately assess and handle the situation.

CCKids is committed to providing the time necessary for employees to secure their families and property. The Emergency Coordinator will dismiss staff in order for them to prepare their own property and families. Staff will be expected to report to work/resume hybrid schedules as soon as possible after the disaster/emergency has abated and it is safe to travel.

## HURRICANE/TROPICAL STORM

Hurricane/Tropical Storm season is from June 1<sup>st</sup> to November 30<sup>th</sup>.

There are two (2) types of official warnings:

- A hurricane/tropical storm **watch** means hurricane/tropical storm conditions **are possible** within the watch area. A watch is typically issued 48 hours before the anticipated first occurrence of hurricane/tropical storm force winds.
- A hurricane/tropical storm **warning** means that hurricane/tropical storm conditions **are expected** somewhere within the warning area. A warning is typically issued 36 hours before the anticipated first occurrence of hurricane/tropical storm force winds.

All employees are expected to work during a hurricane/tropical storm watch. During a hurricane/tropical storm warning, the CEO or designee will provide direction as to in-person/hybrid work schedules.

The following plan defines activities to be carried out during a hurricane/tropical storm watch or warning period, during a hurricane/tropical storm itself, and after the storm has passed.

## **ACTIVATION OF CONTINUITY OF OPERATIONS PLAN (COOP)**

### **Hurricane/Tropical Storm – Watch & Warning**

When a hurricane/tropical storm **watch** affecting the Indian River, St. Lucie, Martin, or Okeechobee counties in Circuit 19 is declared, the CEO or designee will activate the COOP Plan, and establish a central point for information exchange and dissemination.

The Emergency Coordinator will establish a Daily Emergency meeting schedule, by either conference call or Zoom meeting. All members of the CCKids Emergency Operations Team, contracted emergency shelter and group home representatives, foster home licensing agency representatives, and contracted case management agency leadership are expected to attend and participate on the daily emergency meeting.

#### **Pre-storm agenda**

- Status of Level 2-5 foster family contacts - CPA's
- Status of Level 1 foster family contacts - CCKids Caregiver Support Program
- Status of in-home and relative caregiver contacts - Case management
- Status of EFC/RTS contacts- IRC Director
- In-Circuit Group home plans – contract director or each group home provider
- Children placed in out of circuit group homes that are also projected to be affected will be contacted by CCKids Placement Department Children placed in specialized settings out of circuit. – Clinical & Placement Departments
- Facility closure readiness assessment and designation of damage assessment team members

#### **Post storm agenda**

- Status of Level 2-5 foster family contacts - CPA's
- Status of Level 1 foster family contacts - CCKids Caregiver Support Program
- Status of in-home contacts - Case management
- Status of EFC/RTS contacts- IRC Director
- Group home updates – CCKids Contract management or each local group home provider

- Update on children placed in out-of-circuit group homes that are also projected to be affected will be provided by Director of Clinical and Placement services, or designee.
- Facility reopening closure readiness assessment and report from damage assessment team members

### **Service Center Closure**

When a determination is made that service centers will be closing in anticipation of storm effects to our area, the following activities will be completed.

- Assure that documents are stored in such a way to protect them from theft, fire, and flood - Each staff member
- Disconnect all computers and telephones, place on top of the desk, and cover with plastic sheeting provided by IT staff - Each staff member
- Take home laptops for safekeeping and to communicate with staff and the community – Each staff member
- Ensure availability of emergency tools and flashlights. Bags, tape, flashlights and batteries are located in the server room at each office and were replaced as of May 2023.

County directors shall be responsible for ensuring and reporting that all above preparation activities are completed for their respective service centers.

### **Case Management/Extended Foster Care/Road to Success:**

Prior to any hurricane/tropical storm, as part of case management activities, all case management staff will discuss with all in-home and relative caregiver clients (those who have not chosen to engage in or completed Level 1 Licensing) their plans should a hurricane/tropical storm strike this area. RTS specialists will discuss plans with EFC/RTS clients.

The case management/RTS staff will encourage clients and families to follow the directives of the County Emergency Management offices regarding evacuation or use of public shelters for those clients and families in low lying areas, persons with medical conditions or frailty, families with housing that might be unsafe and any others that are felt to be “at risk”. The case managers/RTS Specialists will note the evacuation plan for the clients in Florida Safe Families Network (FSFN). Clients who are evacuating will be instructed to inform their case manager immediately upon their return.

If a child does not have an identified placement, efforts will be made to work with local group homes, shelters and foster homes who have available beds to see if temporary placement through the storm can be accommodated. As a last resort, staff will be identified to accompany the child to a county-managed storm shelter.

### **Adoption/Foster Care:**



In order to assure the safety of any children within the agency's foster homes, advance plans need to be in place. Per administrative code, contracted child placement agencies ensure preparation/evacuation plans are in place at licensure and reviewed at each re-licensure. Prior to any hurricane/tropical storm threat, as part of general preparation, adoptions/foster care child placing agencies will direct the attention of all foster/adoptive families to County EOC guidance regarding the essential preparations necessary in case of a hurricane/tropical storm (such as stocking up of supplies, food, water, etc.)

When a hurricane/tropical storm watch is posted, adoptions/foster care child placing agencies staff will contact all foster and pre-adoptive homes to assure awareness and advance preparation for the possible storm. At the time of a hurricane/tropical storm warning, adoptions/foster care child placing agencies staff will contact foster families to review their preparations for their families and the children in their care. This will include the site to which they plan to evacuate if they are not remaining in their homes.

### **IF A HURRICANE/TROPICAL STORM DOESN'T STRIKE**

If a hurricane/tropical storm doesn't strike, CCKids Service Centers will reopen at 8:00 A.M. the first business day following the "all clear" signal. All staff are expected to report for duty according to their regular schedule.

### **IF A HURRICANE/TROPICAL STORM DOES STRIKE**

Contact will be established with each employee using the Call Tree, and email correspondence, if available. Contacts will ensure fitness and capacity to return to work. Any staff person that is personally impacted by storm damage will be assessed to determine any needed accommodations ( time off, etc. ) in order to recover.

Efforts will begin as soon as possible to establish post-storm contacts.

### **Emergency Alternative Location**

The Chief Executive Officer will identify an emergency alternative meeting location to be used in the event that communications are disabled, or headquarters is inaccessible. The alternative emergency location and time will be determined in advance at the Circuit Emergency Operations Team meeting and in coordination with DCF as appropriate. Once the storm has passed and County EOC lifts travel restrictions, the Circuit Emergency Operations Team will meet at CCKids HQ, or the alternate location if HQ is unavailable, to discuss on-going plans. Virtual meetings via a Zoom or Microsoft Teams platform may be deemed an acceptable setting at the discretion of the Emergency Coordinator.

### **POST-HURRICANE/TROPICAL STORM**

Following determination by EOC that travel is safe, recovery services may commence.

### **Service Centers/Office Facilities:**

The service centers and headquarters facilities must be assessed for damage. The Emergency Coordinator will work with the identified service center staff to conduct this assessment prior to announcing the opening of service centers. Employees returning for service center damage assessment are to exercise caution and care, utilizing the following guidelines:

- Do not proceed through floods.
- Avoid downed power lines, or life-threatening situations.
- Check for visible damage that may make the service center dangerous to enter.
- Do not confront looters.
- Cooperate with law enforcement or fire department staff that may be operating in the area.
- If the service center is inaccessible or proceeding further would present safety risk to the employee, do not attempt to proceed further and contact the Emergency Coordinator.

The following procedures should be used during damage assessment:

- Examine the building for any visible damage;
- List each item of damage, noting what will be needed to repair the damage.
- Prioritize damage;
- Take pictures of damage at the Service Center;
- Notify the Emergency Coordinator of your situation and needs as soon as communications can be established;

If there is no damage and service center is accessible, the Emergency Coordinator will issue the “all clear” at which time service center will re-open.

If there is damage to a service center or facility, the Emergency Coordinator will provide ongoing updates regarding the re-opening date and time. Depending on the degree of damage, alternative working locations may need to be made. Staff should contact the emergency hotline and/or call their direct supervisor if they are unsure about when or how to report for duty. It is the responsibility of each staff member to repeatedly attempt to check the hotline and/or check in with their direct supervisor to determine when to report for work.

### **Continuity of Operations- Alternate locations**

In the event that a service center is inaccessible or damaged to the extent that operations cannot be resumed safely in that location, CCKids management will assess options for temporary relocation of the operations, including options that allow certain functions to work remotely.

CCKids currently leases five (5) office locations in the four county area. In the event that a service center is inoperable, the remaining four service centers will be assessed for space sharing to allow resumption of operations. Decisions will be based on:

1. proximity of service centers to inoperable site;

2. capacity of other sites to accommodate the number of displaced staff
3. capacity of affected units to utilize telecommuting or remote operations

In the event that a significant number of staff are displaced that are unable to be accommodated in one CCKids leased facility, displaced staff may be assigned to one of multiple facilities.

If more than one facility is inoperable, the other facilities are unable to accommodate the number of staff displaced, or the length of displacement is anticipated to be of a duration greater than temporary accommodations will allow, CCKids may consider options including, but not limited to:

1. Entering into agreement to temporarily lease space.
2. Entering into agreement with other community partners to house dislocated staff
3. Deploy staff to remote operations at their individual place of residence.

All Alternate location moves will be coordinated with CCKids Information Technology staff to ensure systems accessibility at the temporary site.

### **Post-Event Client contacts**

Post event client contacts will be initiated immediately following the “all-clear” signal, with 100% contacts completed within 72 hours of the event.

The Emergency Coordinator is responsible for ensuring that tracking sheets for all children under supervision of CCKids is provided to DCF upon request.

### **Case Management/RTS:**

After the “all clear” signal, case management staff will contact their active caseload ( in-home families and relative/non-relative families who are not level 1 licensed) by telephone to assess the client’s situation and emneed for assistance. RTS staff will contact their active case load. All case management staff and RTS staff will report the outcome of the contacts to their supervisor or designated contact routinely and no later than the end of this 72-hour period. This will be provided in electronic roster form to the appropriate Program Director who will ensure progress toward 100% completion is reported at the Daily meetings and provided to the Emergency Coordinator.

### **Adoptions/Foster Care:**

After the “all clear” signal, foster care child placing agencies (Level 2 and up) and CCKids Caregiver Support staff (level 1 ) will attempt to contact their assigned foster families. If telephones are working, the initial contacts will be made by telephone. If telephones are not working, a physical visit to the foster/pre-adoptive families that have not been reached will be made as soon as it is safe to travel the roads. A tracking sheet outlining outcomes of the contacts will be submitted to the contract manager if subcontracted, or the licensing director, if Level 1) in electronic roster form routinely with 100% completion anticipated no later than the end of the 72-hour period. Contract management director and Licensing

Director will ensure progress toward 100% completion is reported at the Daily meetings and provided to the Emergency Coordinator.

### **Residential/Shelter Facilities:**

After the “all clear” signal, CCKids contract management staff will attempt to contact facilities to get an assessment of the safety of the clients and any damage to the facility.

## **FLOOD**

In the event of a flood evacuation order, staff will follow these procedures:

- Continuously listen to the Emergency Management Systems (EMS) broadcasts for updates; and
- Elevate electronic and/or electrical equipment (computers, appliances, televisions, VCRs, etc), furniture and stored food. If possible, take precautionary measures to prevent water from entering the facility.

## **TORNADO**

If there is any warning prior to a tornado strike:

- Staff will move all children to interior rooms without windows until the “all clear” signal is given.
- If injuries occur, staff will follow emergency medical procedures.

If a tornado strikes, assessment and treatment of injury and/or damage become the priority. In this case, staff actions will follow the same procedures as outlined in the **Hurricane/Tropical storm** section of this document.

## **OTHER EXTREME WEATHER CONDITIONS**

In the event of other extreme weather conditions, such as a heat or cold wave, agency staff will ensure that clients with whom they work have the necessary supplies to safely survive the extreme condition. Staff will contact families, following the procedures contained in the **Hurricane/tropical storm** section of this plan.

## **FIRE**

- When a fire occurs, staff will immediately evacuate the building and call 911 to summon the fire department (if not automated).
- Staff will, as assigned, check all leased space to ensure that all occupants have exited.
- If the fire is small and can possibly be contained, staff will use the fire extinguishers that are mounted throughout the building.
- Staff will use care when entering smoke-filled areas, as visibility is poor and smoke inhalation is a high risk.

- Staff will, if it is safe to do so, close all windows and interior doors in order to contain and block the spread of fire.
- An incident report will be completed and routed to the appropriate parties after any fire or explosion.
- Fire drills are conducted at all offices and service centers.
- A map of evacuation routes will be posted in conspicuous places on each floor of each facility and will be reviewed with staff, volunteers and residents on a regular basis. (Appendix A)
- Staff will ensure that they and all volunteers, visitors and residents leave by the nearest exit and proceed to the designated meeting places.
- Smoke alarms, fire extinguishers, fire safety, and lighting systems will be checked each time a fire drill is conducted.
- A record will be kept of each fire drill and review of equipment/systems.

## **CHEMICAL SPILLS/NUCLEAR INCIDENTS**

In the event of an evacuation ordered due to a chemical spill or a nuclear power plant incident in the area, staff will follow the procedures outlined in the above hurricane/tropical storm plan.

## **PUBLIC HEALTH EMERGENCIES:**

CCKids will follow all guidance provided by the CDC in response to emergent public health emergencies.

CCKids will make all efforts to minimize any disruptions to the system of care benefiting children and families.

CCKids will strive to protect the workplace environment and safety of its staff and its contracted providers.

CCKids will be steadfast in its commitment to maintain continuity of business operations throughout the event.

CCKids staff and System of Care partners are encouraged to regularly check recommendations from the Centers for Disease Control (CDC), and the Florida Department of Health (DOH).

Center for Disease Control: [www.cdc.gov](http://www.cdc.gov)

Florida Department of Health: <http://floridahealth.com>

## **HAZARDOUS MATERIALS**

A **Safety Committee**, consisting of staff from the CCKids administration and staff from each service center, will meet regularly to review incident/accident reports and any potentially hazardous conditions that may exist, including hazardous material on-site. The objective of the Safety Committee is to monitor and reduce workplace hazards.

Staff members are required to follow safety rules and to report any hazards that might cause injury to themselves, co-workers, volunteers, visitors or clients. Direct and constructive participation of all staff is most important in assuring a safe environment.

Supervisors are responsible for enforcing all safety and health practices, and for ensuring that all job duties are performed and materials are handled with regard for the safety of employees, clients, volunteers and visitors.

The following rules are the minimum guidelines for working safely:

- Report any unsafe conditions, practices or materials that might cause an accident or injury to the safety committee member in your service center.
- Use tools, equipment and potentially hazardous material only when authorized and trained to operate/use safely and properly. Use the proper tool, equipment or material for the job being performed. Wear appropriate protective equipment, such as goggles, gloves, etc., and ensure that this equipment is in good working condition.
- Always maintain good housekeeping in working areas. Store tools and material in the proper places and place waste material in dumpsters.
- Obey all safety rules, instruction and signs. Comply with all governmental safety regulations. If you are not familiar with the rules and regulations for a specific job or material, ask a supervisor for instruction.
- In the presence of hazardous conditions or materials, secure the area as quickly as possible. Ensure that co-workers, volunteers, visitors and clients leave the area. If appropriate, apply first aid for any injury and call 911 for medical assistance.

## **BOMB THREATS/ TELEPHONE THREATS**

A bomb threat should **not** be ignored. The building should be evacuated and procedures should be followed as outlined in the **Fire** section of this plan.

In the event that a telephone threat is received, the employee should do the following:

- Keep calm, keep talking and don't hang up
- If possible, signal a co-worker to listen and place the call on speaker
- Ask the caller to repeat the message and write it down
- For a bomb threat, ask where the bomb is and when it is set to go off
- Listen for background noises and write down a description
- Note if it is a man's or woman's voice, notice pitch of voice, accent, and anything else you hear
- Signal a co-worker to immediately call 911
- After the call has ended, immediately notify a supervisor

## **WORKPLACE VIOLENCE**

Violence can strike from the outside or from within. The perpetrator can be a stranger or someone known to all. It can be the result of a robbery, jealous spouse or a disgruntled employee or angry client. The policy at CCKids is one of zero tolerance toward violence. Because of this, all acts or threats of violence will be taken seriously.

CCKids defines a threat or act of violence as, including but not limited to, the following:

- Any act or gesture intended to harass or intimidate another person.
- Any act or gesture likely to damage company property.
- Any act or gesture likely to leave another person injured or fearing injury.

All employees are responsible for helping to maintain a violence free workplace. To that end, each employee is asked to report the act or threat to his or her immediate supervisor and/or a member of the Senior Management Team. Reports may be made confidentially or anonymously if the employee feels the need. Each act or threat of violence will be investigated and appropriate action will be taken. Any such act or threat by an employee may lead to discipline, up to and including termination.

### **Active Shooter Response:**

An ‘active shooter’ is an individual who is engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearm(s) and there is no pattern or method to their selection of victims.

- Victims are selected at random.
- Event is unpredictable and evolves quickly.
- Knowing what to do can save lives.

You have three options:

#### **1. RUN:**

Have an escape route and plan in mind  
Leave your belongings behind  
Evacuate regardless of whether others agree to follow  
Help others escape, if possible  
Do not attempt to move the wounded  
Prevent others from entering an area where an active shooter may be  
Keep your hands visible  
Call 911 when you are safe

#### **2. HIDE:**

Hide in an area out of the shooters view  
Lock the door or block entry to your hiding place  
Silence your cell phone (including vibrate) and remain quiet

#### **3. FIGHT:**

Fight as a last resort and only when your life is in imminent danger  
Attempt to incapacitate the shooter  
Act with as much physical aggression as possible  
Improvise weapons or throw items at the active shooter  
Commit to your actions - Your life depends on it

Once you have reached a safe location you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave the area until law enforcement authorities have instructed you to do so.

When Law Enforcement arrives:  
Remain calm and follow instructions  
Drop items in your hands  
Raise hands and spread fingers  
Keep hands visible at all times  
Avoid quick movements  
Avoid pointing, screaming or yelling  
Do not stop to ask questions when evacuating

#### INFORMATION TO PROVIDE TO 911

Location of the incident  
Number of shooters  
Physical description of the shooters  
Number and type of weapons shooter has  
Number of potential victims at location

#### ***Precautions and Preventive Measures***

There are certain precautions that employees can use to help protect themselves from danger.

##### *Protection in parking areas/outside buildings*

- Park within the designated parking areas, especially when working after dark.
- Do not leave purses, briefcases, or other valuables in plain sight.
- Be aware of your surroundings at all times.
- When leaving the building, especially in late evening, attempt to leave with another staff.

#### ***Visitors***

Visitors must sign-in with the receptionist and should be escorted while in the building and not allowed to wander freely.

#### ***ID Badges or cards***

Employees will carry their agency-issued identification card and present it when requested by the receptionist.



## EXHIBIT A

### Emergency Preparedness/Emergency Protocol Checklist

- CCKids Emergency Coordinator communicates with staff, provider agencies and the department on the plan of action.
- CCKids Directors communicate with DCM Program Directors and with CPA Team Leader to follow emergency plan.
- Subcontracted providers designate a contact person for the Emergency Operations Team.
- DCM provider staff use FSFN generated list to document contacts. DCM providers will coordinate this between each other to ensure all families under supervision are contacted
- DCM staff contact caregivers for in-home and non-licensed relative caregiver cases to determine caregiver plans to weather the storm (evacuate, stay in place, go to disaster shelter, etc.)
- Child placing agencies contact Level 2-5 foster/adoptive families to determine caregiver plans to weather the storm (evacuate, stay in place, go to Emergency shelter, etc.)
- CCKids Caregiver Support staff contact Level 1 foster families to determine plans to weather the storm (evacuate, stay in place, go to Emergency shelter, etc.)
- CCKids placement/clinical staff will contact higher level of care providers (SIPP STFH, STGH, medical foster care, APD homes ) and out of circuit foster homes in which circuit 19 children are placed )
- CCKids placement/clinical staff will contact out of circuit group and emergency shelter facilities in the projected path of the storm in which CCKid's youth are placed.
- Extended Foster Care specialists will contact EFC clients to determine plans to weather the storm (evacuate, stay in place, go to emergency shelter, etc.)
- CCKids contract management staff will contact in-circuit residential and emergency shelter facilities.
- .
- If center(s) close(s), the IT Department or designee oversees shut down of equipment and communicate equipment protection requirements.

- After the disaster/emergency has subsided, CCKids Chief Executive Officer communicates “all clear”.
- After the “all clear”, individuals designated above will follow-up to ensure that all children are safe and accounted for.

## **HURRICANE/TROPICAL STORM** *Alert Level and Recovery Status*

**Level 3 Alert:** Hurricane/Tropical Storm Watch

- ✓ Emergency Operations Center/Team initiated
- ✓ Storm Team assignments distributed
- ✓ Facility preparation begins

**Level 2 Alert:** Hurricane/Tropical Storm Warning

- ✓ Emergency Operations Center issues facility closure notifications
- ✓ Facility preparation completed

**Level 1 Alert:** Hurricane/Tropical Storm Landfall

- ✓ Status reports/conference calls at pre-determined intervals
- 
- 

**Level 1 Recovery:** Damage Assessment

- ✓ Storm Team staff coordinate damage assessments
- ✓ Landlords/building management notified of damage needs

**Level 2 Recovery:** Well-being Calls/Checks

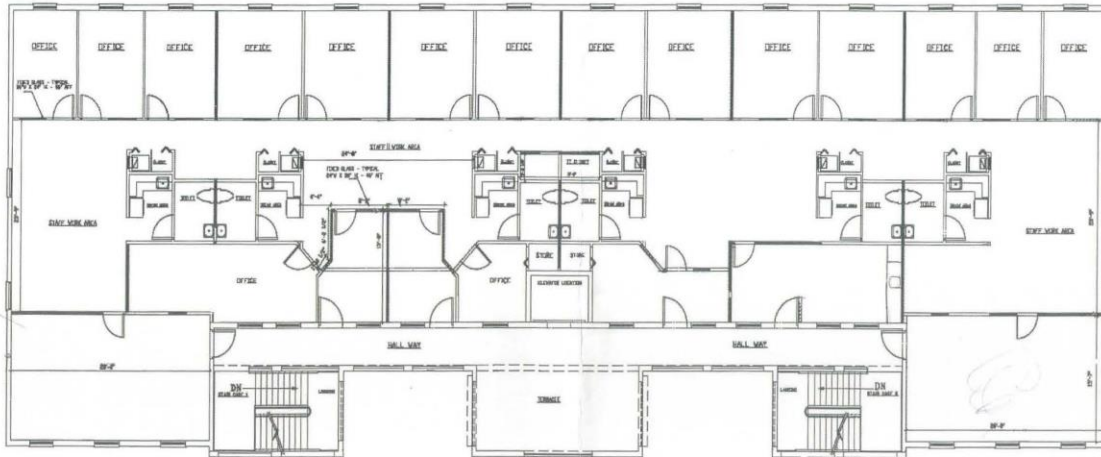
- ✓ DCM/Program staff begin well-being calls/checks to ensure children on their case load are safe and their actual physical location is accounted for.
- ✓ Provide updates via CCKids EOC communications in the manner instructed by the Emergency Coordinator (e.g., hotline, email, website, established conference call )
- ✓ Updates provided to DCF

**Level 3 Recovery:** Normal Operations

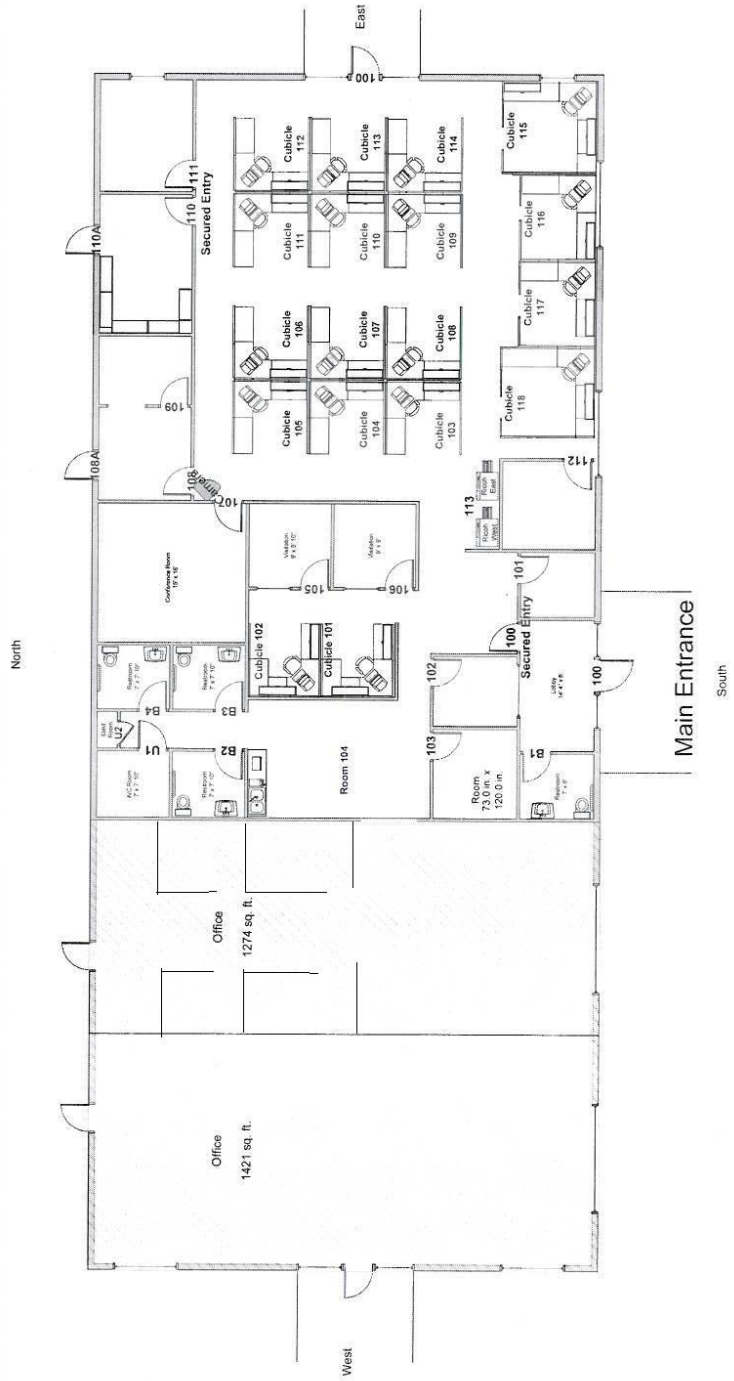
- ✓ All facilities and offices open

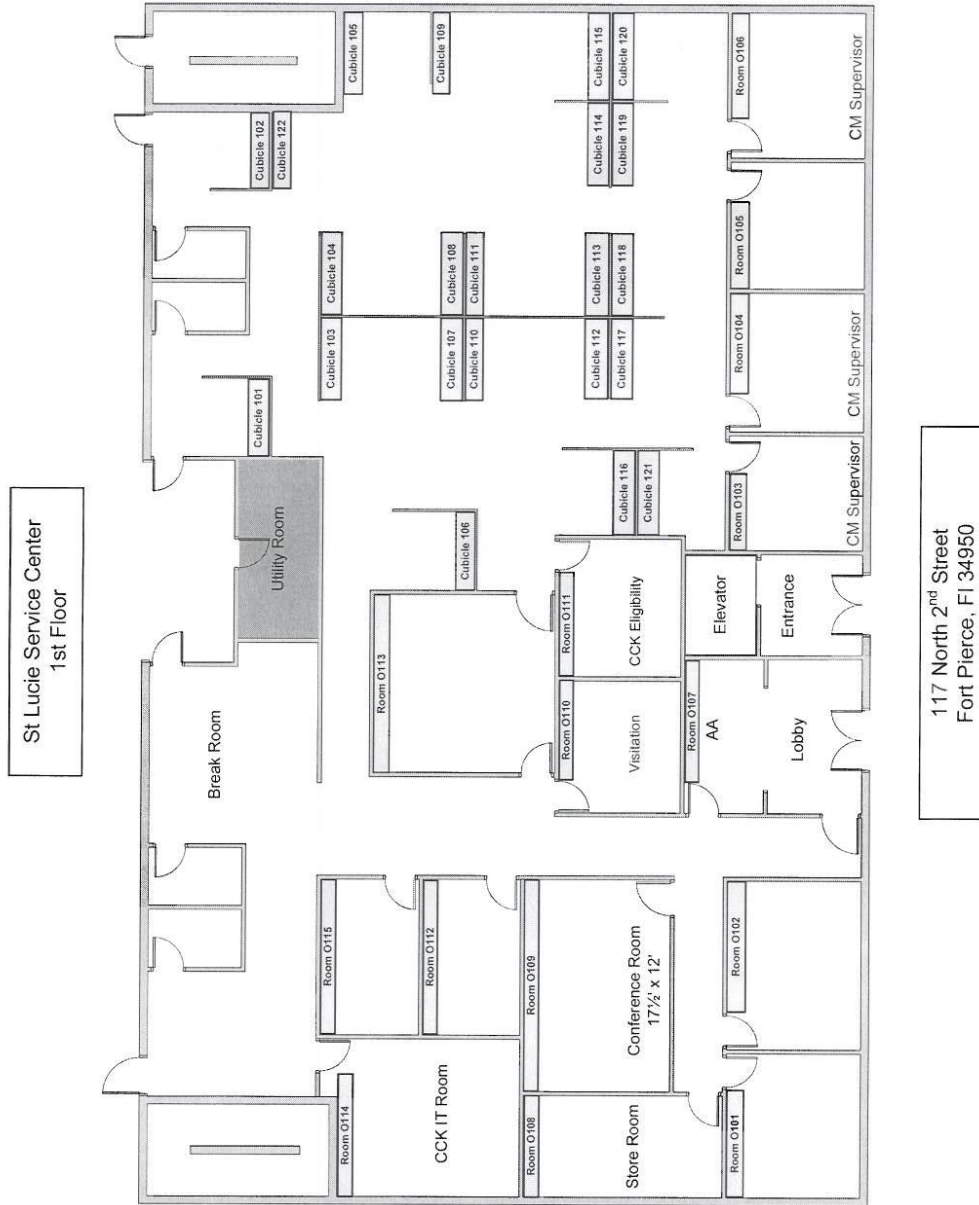
# Appendix A

CCKIDS Headquarters  
549 NW Lake Whitney Place  
Port. St. Lucie, Florida 34986



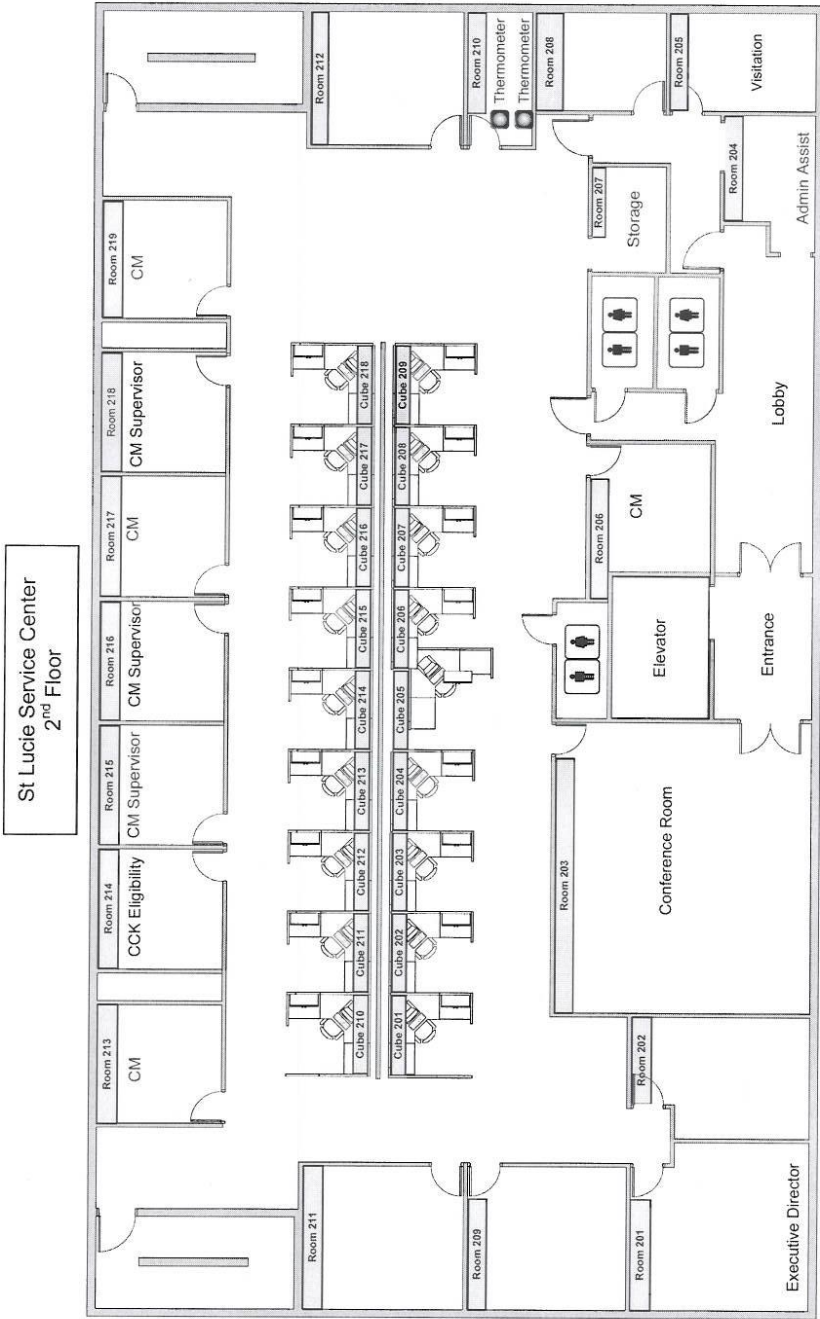
Shoppes on the Boardwalk  
208 NE 7<sup>th</sup> Avenue  
Okeechobee, FL 34972  
Okeechobee Service Center





St Lucie Service Center  
1st Floor

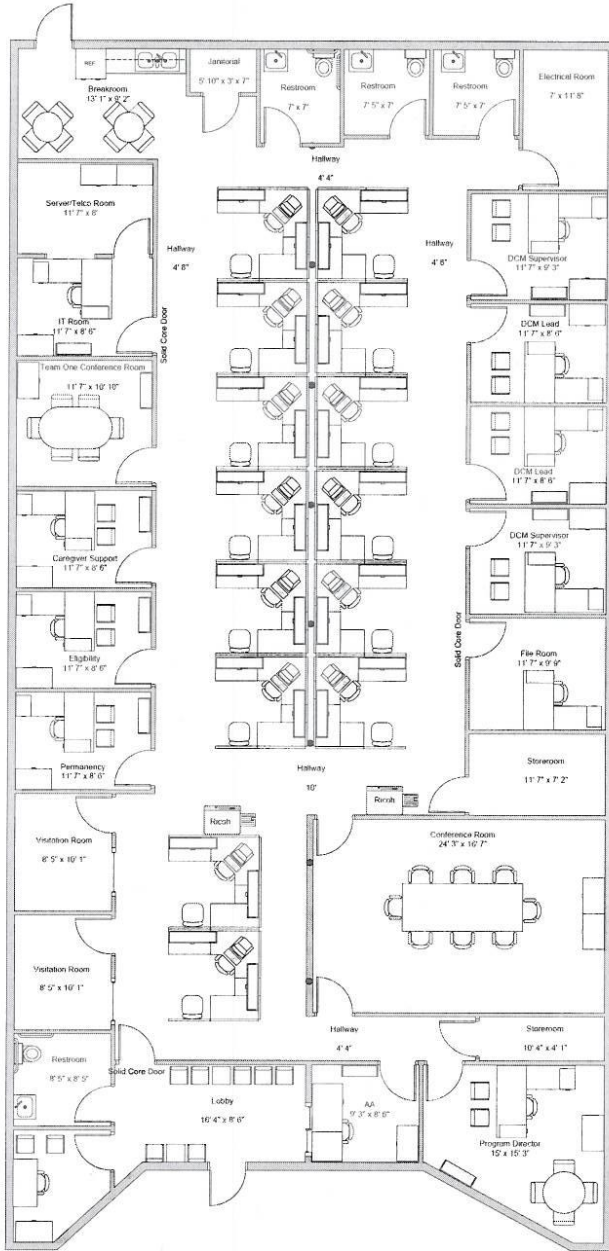
117 North 2<sup>nd</sup> Street  
Fort Pierce, FL 34950



St Lucie Service Center  
2<sup>nd</sup> Floor

117 North 2<sup>nd</sup> Street  
Fort Pierce, FL 34950

Vero Service Center  
1459 20<sup>th</sup> Street  
Vero Beach



**Additions/Deletions and Changes**



This plan will be reviewed by the Emergency Coordinator and any additions, deletions or changes will be submitted to Senior Management for approval. The plan will be reviewed on an as needed basis during the year and at least once annually. A record of all changes will be listed below.

<b>Date Reviewed</b>	<b>Reviewed By</b>	<b>Additions, Deletions or Changes</b>	<b>Signature</b>
10/28/2014	Carol DeLoach, Chief Executive Officer	Changes to reflect new organizational structure; other minor changes	
07/27/15	Carol DeLoach, Chief Executive Officer	Changes to reflect process for choosing alternate site in case of service center inaccessibility.	
6/2/2016	Carol DeLoach, Chief Executive Officer	Minor changes to ensure clarity of client contact responsibility. Inclusion of Active Shooter procedure.	
7/14/2017	Carol DeLoach, Chief Executive Officer	No changes	
7/3/2018	Carol DeLoach, Chief Executive Officer	Minor changes to incorporate daily pre and post -event conference call	
7/11/2019	Carol DeLoach, Chief Executive Officer	Changes to admin office location and incorporating level 1 licensing	
7/27/2020	Carol DeLoach, CEO	Incorporate role for HR director	
6/2/2021	Carol DeLoach, CEO	Minor changes to terminology; edits to incorporate remote technology in certain prep and recovery communications.	
6/1/2022	Carol DeLoach, CEO	Non-substantive edits to reference hybrid work model.	
6/28/2023	Carol DeLoach, CEO	Clarify roles as to contact responsibility for children placed in specialized settings.	