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## Introduction

### Mission Statement

The mission of the Health and Human Services Disaster Recovery Leadership Network (DRLN) is to ensure that priority human services are made available to the public at the earliest opportunity should a major disaster occur in Pinellas County.

### Purpose and Organization of the Communications Plan

This Disaster Recovery Leadership Network's Communications Plan ("Communications Plan" or "Plan") is designed to provide a framework and Standard Operating Guidelines (SOG) to guide Disaster Recovery Leadership Network's health and human services response efforts in Pinellas County, FL, after natural disasters and emergencies including, but not limited to, hurricanes, tornadoes, high winds, and flooding. The Communications Plan is intended to ensure notification of staff identified to execute the Plan when a disaster looms or has occurred, provide guidance in establishing the objective of restoring services, facilitating communication between participants to manage service delivery, and provide needed short term assistance.

The Communications Plan is organized in a structural format, starting with a brief background, a diagram showing the flow of communications, a review of the concept of operations, and specific pre- and post-disaster operational activities. Where possible, Standard Operating Guidelines (SOG) augment operational guidelines to help add specificity to the many processes, tasks and activities that must be completed prior to and after a disaster. The Communications Plan is intended to complement the Pinellas County Board of County Commissioners Comprehensive Emergency Management Plan (CEMP).

### Background

The Pinellas County Disaster Recovery Task Force was established in early 2006; it was later renamed the Disaster Recovery Leadership Network and became affiliated with Health and Human Services Coordinating Council (HHSCC). The Disaster Recovery Leadership Network provides direction and guidance for preparedness and response activities. It helps define health and human service priorities and resource allocation.

The Disaster Recovery Leadership Network promotes interagency and intergovernmental collaboration, in concert with Pinellas County disaster response and recovery efforts. The Disaster Recovery Leadership Network provides support to agencies after a disaster has occurred and it is safe to do so, but does not provide emergency shelter. The objectives of the Disaster Recovery Leadership Network are to:

1. Help ensure that health and human service organizations in Pinellas County are optimally prepared for any major disaster.
2. Work with community partners to develop and implement plans that will ensure that Pinellas County residents have access to health and human services during long-term recovery from a major disaster.
3. Facilitate coordination and communication amongst Network stakeholders during all phases of a disaster.

## Acknowledgements

This Communications Plan represents the work, talents and goodwill of many individuals and organizations. Each individual who sits on the Disaster Recovery Leadership Network (DRLN) not only brings their skills, knowledge, and experience to the table, they also represent organizations kind enough to commit human and financial resources to the work. Without such collaborative dedication to the Disaster Recovery Leadership Network's mission, nothing would get done.

As with all effective collaborations, there are individuals and organizations called upon to undertake actions or lead initiatives. In the case of the Communications Plan, this is also true. Collaboration is about shared leadership; the convergence of skills, experience, and passion; and the willingness of people and organizations to move forward with a common vision. Ultimately, collaboration is about people doing more than they can do on their own. The Disaster Recovery Leadership Network is a testimony to that. Members of the Disaster Recovery Leadership Network include:

**Browning Spence**, *Chair*

Deputy Director  
JWB Childrens Services Council

**Rhonda Abbott**

Manager of Social Services Planning  
City of St. Petersburg

**Gayle Guidash**

Director, Environmental Health and Preparedness  
Pinellas County Health Department

**Jason Martino**

Emergency Coordinating Officer  
Area Agency on Aging of Pasco-Pinellas, Inc.

**Cliff Smith**

Assistant Bureau Director  
Pinellas County Health and Human Services

**Micki Thompson**

Executive Director  
2-1-1 Tampa Bay Cares, Inc.

**Cheri Wright-Jones**

Executive Director  
Tampa Bay Healthcare Collaborative

**Disaster Recovery Services Coalition Co-Chairs:**

**John Walsh**

Information Services Manager  
Suncoast Center, Inc.

**Donna Lytwyn**, *Vice-Chair*

Operations Program Administrator  
Florida Department of Children and Families (DCF)

**Pam Bartley**

Pinellas County Manager of Preparedness and Response  
American Red Cross, Tampa Bay Chapter

**Carol Madura**

Emergency Response Coordinator  
Pinellas County Schools

**Douglas Meyer**

Emergency Management Coordinator  
Pinellas County Emergency Management

**Jim Spencer**

Community Relations Coordinator  
The Salvation Army, St. Petersburg Area Command

**Betty Tribble**

Vice President, Volunteer Services  
United Way of Tampa Bay

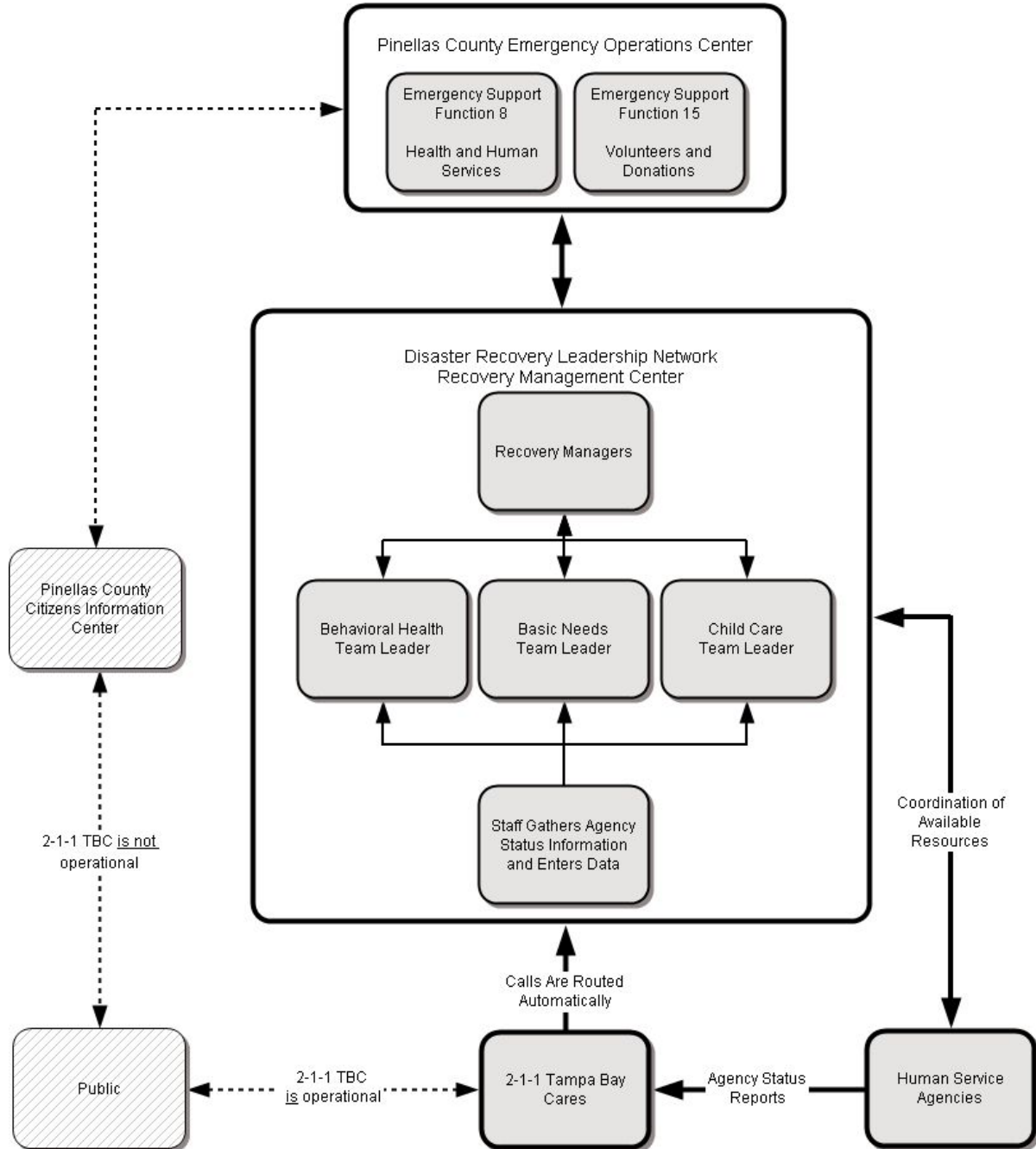
**Jerry Wennlund**

Chief Operating Officer  
Personal Enrichment through Mental Health Services  
(PEMHS)

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### Communication Flow Diagram



## Communication Flow Diagram Description

The Communication Flow Diagram on the preceding page illustrates the predicted flow of information between the human service agencies, based on the realities of disasters and the duties and roles assigned to participants in the Communications Plan. The flow of communications provides a framework for many agencies and individuals to communicate and work together. To the extent possible, the defined flow of communications should be observed to maximize coordination and efficiency. Starting at the bottom of the diagram:

**Public:** The public is expected to attempt to contact 2-1-1 Tampa Bay Cares (2-1-1 TBC) as soon after a disaster as they are able to use a computer or telephone. It is anticipated that not only will the public continue to contact 2-1-1 Tampa Bay Cares to access these services, but that the volume of these requests will rise dramatically after a disaster.

**2-1-1 Tampa Bay Cares:** 2-1-1 Tampa Bay Cares is a major source of information regarding human services resources on a daily basis, and certainly will remain so after a disaster. A key component of the Communications Plan is to maintain the accessibility of 2-1-1 Tampa Bay Cares Operators by the public.

**Human Service Agencies:** Health and human service agencies will be asked to provide information about their status as soon as possible after a disaster. The Agency Status Report form will be used to collect this agency information. The information will flow through 2-1-1 Tampa Bay Cares to the Disaster Recovery Leadership Network Recovery Managers and Emergency Management. Information on the Agency Status Report is included in Section 2 of the Communications Plan.

**Recovery Management Center:** The Disaster Recovery Leadership Network has appointed key staff to manage a Recovery Management Center. The Recovery Managers will work closely with 2-1-1 Tampa Bay Cares leadership to: receive information on agency status; coordinate the management of the agency resources to maximize service availability; coordinate with Emergency Support Function (ESF) 8 desk about services being provided, assistance requests, and other critical issues. The Recovery Management Center will share human services status information with 2-1-1 Tampa Bay Cares.

**Emergency Support Function 8 (ESF 8):** Emergency Support Function 8 is the team in the Emergency Operations Center (EOC) that coordinates all health and medical issues, including health and human services. The ESF 8 desk is staffed by representatives from Pinellas County Health and Human Services and the Pinellas County Health Department.

**Citizens Information Center (CIC):** The Citizens Information Center, at the Emergency Operations Center, provides information to the public during times of emergency.

**Emergency Operations Center (EOC):** The Emergency Operations Center serves as the overall command center for Pinellas County in times of emergency. They staff and coordinate a broad range of Emergency Support Functions, and provide primary direction to all disaster responders. The Emergency Operations Center also serves as the liaison between local, state and federal disaster assistance agencies and activities.

**Emergency Support Function 15 (ESF 15):** Emergency Support Function 15 is the team in the Emergency Operations Center that coordinates the many valuable volunteers who will be responding to provide assistance after a disaster. Both affiliated volunteers (those that respond with an organization) and unaffiliated volunteers (those that respond independently to offer aid) will provide valuable assistance, and will be coordinated by the Emergency Support Function 15 desk in the Emergency Operations Center.

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## Concept of Operations

This is a brief description of the components of the Communications Plan, an explanation of how they each work and how they will interact. Added detail is provided in the sections of the Plan, and additional useful information and forms are included in the Appendices.

### Pre-Disaster

Prior to a disaster, health and human service agencies should be preparing for what might happen. Agencies should participate in the activities of the Disaster Recovery Leadership Network, which is charged by the Health and Human Services Coordinating Council with disaster planning responsibilities. The Disaster Recovery Services Coalition provides a forum for agencies to share information, lessons learned, and provide input into the Disaster Recovery Leadership's plans.

A key agency activity is supplying agency information through the Service Matrix, which includes information about agency contacts, services, and estimates of post disaster capability. Agencies should have well-developed Continuity of Operations Plans (COOP), and disaster planning and drills should be routine activities. Agencies should work cooperatively and communicate frequently, establishing agreements to work together for mutual benefit should a disaster occur.

The Disaster Recovery Leadership Network has developed a Communications Plan, designed to assist health and human service agencies in a disaster and support the efforts of Emergency Management. The Plan defines specific pre- and post-disaster activities that the Disaster Recovery Leadership Network will coordinate to assist agencies in preparing for and responding to disasters. A notification system has been established to ensure that the Disaster Recovery Leadership Network is aware of disasters that are developing, or have occurred.

### Declared and Post-Disaster

The Disaster Recovery Leadership Network has appointed a group of key leaders to serve as Recovery Managers. In the event of a disaster, the Recovery Managers will work closely with 2-1-1 Tampa Bay Cares (2-1-1 TBC) to ensure that agencies are notified of disasters and are assisted in restoring services in the immediate post disaster period.

The Disaster Recovery Leadership Network Recovery Managers will establish a Recovery Management Center (RMC). The primary location for the Recovery Management Center is the Pinellas County Health Department (205 Dr. M.L.K. Jr. Blvd, North, St. Petersburg, FL). Operational considerations may necessitate locating at an alternate site.

Agencies will be asked to contact the Recovery Management Center as soon as possible after a disaster by dialing **211**, from within Pinellas County, and **727-210-4211**, from outside of Pinellas County. Using a communications system supported by 2-1-1 Tampa Bay Cares, operators will ask specific questions about agency status, including facility condition, staffing, service demand, utilities available, etc., creating an Agency Status Report. The Recovery Managers will use this information to assist agencies in restoring their ability to provide services, bringing Disaster Recovery

Leadership resources and/or the assistance of Emergency Management to the aid of the agencies where appropriate and when possible.

The Disaster Recovery Leadership Network Recovery Managers will have direct communications with the Health and Medical Emergency Support Function 8 in the Pinellas County Emergency Operations Center (EOC). Referred to as Emergency Support Function 8 or ESF 8, these staff members in the Emergency Operations Center include representatives from Pinellas County Health and Human Services and the Pinellas County Health Department. The Disaster Recovery Leadership Networks Communications Plan is designed to guide efforts that assist in the transition from response to short term recovery.

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## Section 1: Pre-Disaster Activities

The best time to plan for the response to a disaster is before one happens. In the calm, normal environment of the typical business day, rational thought can be given to the possible challenges of a disaster and agreements are easier to negotiate. After a disaster has occurred, everything is harder to do, particularly communications. The following activities are those that all Plan participants should undertake now.

### **Disaster Recovery Leadership Network (DRLN)**

The Disaster Recovery Leadership Network was formed to provide a structured forum for disaster planning involving funders, health and human service provider agencies, and representatives of local governmental agencies. The Disaster Recovery Leadership Network meeting dates, time, and location are posted on the Health and Human Services Coordinating Council's website. The Disaster Recovery Leadership Network members represent organizations whose operations are generally county-wide in scope and have either clear emergency management functions or are a major funder of health and human service programs in Pinellas County. To find out how you can support the Disaster Recovery Leadership Network activities, contact the Health and Human Services Coordinating Council for Pinellas County (Appendix G).

### **Disaster Recovery Services Coalition (DRSC)**

The Disaster Recovery Services Coalition is made up of service providers who work to ensure that health and human service delivery agencies are optimally prepared for a disaster by engaging in planning activities that focus on service delivery issues identified by the Coalition, working in concert and providing recommendations to the Disaster Recovery Leadership Network. Coalition meetings provide support, education and assistance for disaster planning. Human service agencies should actively participate in Disaster Recovery Services Coalition activities to ensure that they are fully engaged in emergency preparedness. To find out how you can support the Disaster Recovery Leadership Network activities, contact the Health and Human Services Coordinating Council for Pinellas County (Appendix G).

### **Service Matrix**

An important tool that the Disaster Recovery Leadership Network has created is the Service Matrix. This on-line document serves as a storehouse of information about funders and agencies, including contact information, services provided, and an estimate of post disaster capability. All health and human service agencies should complete the Service Matrix, and update it any time a significant change, including contact information, routine services offered, or estimates of post-disaster capabilities, is recognized. All agencies should also review the Service Matrix at least annually, preferably in April each year, to ensure that their information is accurate.

The Senior Researcher/Planner at the Health and Human Services Coordinating Council for Pinellas County facilitates the maintenance of the Service Matrix, and will email participating agencies at least once annually to remind them of the need to update the data to maintain accuracy. Operating

Guidelines for the Service Matrix are included at the end of Section 1, and the Service Matrix template is provided in Appendix A.

## **COOP Plans**

All agencies should have a current Continuity of Operations Plan, also referred to as a COOP Plan. A Continuity of Operations Plan consists of measures, taken pre-, during, and post-disaster, that are designed to maximize the operational capability of an agency.

In order to successfully implement plans outlined in a Continuity of Operations Plan, employees need to regularly evaluate their own personal and family preparedness plans. On-line guides and materials for this purpose can be found on the Ready website (see <http://www.ready.gov/index.html>).

The Disaster Recovery Leadership Network works to provide and coordinate training in Continuity of Operations Plan preparation. The regular meetings of the Disaster Recovery Services Coalition provide additional opportunities to obtain information about how to create and improve upon Continuity of Operations Plans. They also provide an opportunity to engage in peer review processes.

*The Scoop On COOP: A Workbook For Human Services Continuity of Operations Planning and Disaster Recovery* is a guidebook for creating Continuity of Operations Plans. It can be viewed and sections editable in Microsoft Word can be downloaded at <http://www.hhsc-pinellas.org/COOP.htm>. The Scoop on COOP includes a checklist and documentation relevant to agencies with service locations in Pinellas County.

For more information on Continuity of Operations Plans, contact the Health and Human Services Coordinating Council for Pinellas County (Appendix G).

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## **Service Matrix Operating Guidelines Agency Information**

### **1.0 Mission**

The mission of the Disaster Recovery Leadership Network (DRLN) is to ensure that priority human services are made available to the public at the earliest opportunity should a disaster occur in Pinellas County.

### **2.0 Purpose and Benefits**

The purpose of this document is to establish the guidelines for collecting and storing information for the Service Matrix. The Service Matrix is a key source of information concerning health and human service agencies for use by the Disaster Recovery Leadership Network for disaster planning and estimation of post-disaster capability. The Service Matrix is designed to gather information that will:

- Improve communication between the Disaster Recovery Leadership Network and human service agencies.
- Increase understanding of the state of disaster preparedness of the community and the need for training and assistance in developing Continuity of Operations Plans (COOP).
- Increase the likelihood of human service agencies being able to provide services in a post-disaster environment.
- Help facilitate communications between the human service agencies and Pinellas County Emergency Management after a disaster to facilitate cooperation and the provision of aid and assistance to agencies.

### **3.0 Scope**

This operating guideline is applicable to all human service agencies.

### **4.0 DRLN Service Matrix Administrator**

The Senior Researcher/Planner at the Health and Human Services Coordinating Council for Pinellas County is the Service Matrix Administrator and works with agencies on Service Matrix activities, providing assistance and notifying agencies of the need for periodic updates.

### **5.0 Responsibilities of Agencies**

Human service agencies are responsible for the following activities:

1. Completing the Service Matrix submissions as requested.
2. Updating information when changes occur in agency status.
3. Participating in Service Matrix training offered by the DRLN.

## **6.0 Procedure**

When notified by the DRLN Service Matrix Administrator, complete or validate Service Matrix information per the instructions. Complete the survey within the allotted time frame.

In addition, any time agencies have significant changes in their service provision, they should update information in the Service Matrix. Changes include:

- Agency contact information
- Types of services provided
- Additions or deletions to physical locations where services are provided
- Priority of service provision as defined in the Service Matrix
- Predicted capacity to provide post-disaster services

## **7.0 Schedule of Activities**

An annual update of the Service Matrix will occur in April. The DRLN Service Matrix Administrator will contact agencies concerning updates to the Service Matrix. They should be completed before the end of April. Information should be updated as necessary.

## **8.0 Service Matrix Document**

A description of the data to be submitted can be found in Appendix A.

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## **Service Matrix Operating Guidelines**

### **DRLN Service Matrix Administrator Information**

#### **1.0 Mission**

The mission of the Disaster Recovery Leadership Network (DRLN) is to ensure that priority human services are made available to the public at the earliest opportunity should a disaster occur in Pinellas County.

#### **2.0 Purpose**

The purpose of this document is to establish guidelines for managing information submitted by health and human service agencies for the Service Matrix. The Service Matrix is a key source of information concerning health and human service agencies for use by the Disaster Recovery Leadership Network for disaster planning and estimation of post-disaster capability. The Service Matrix is designed to gather information that will:

- Improve communication between the DRLN and human service agencies;
- Increase understanding of the state of disaster preparedness of the community and the need for training and assistance in developing Continuity of Operations Plans (COOP);

Increase the likelihood of human service agencies being able to provide services in a post-disaster environment; and

- Help facilitate communications between the human service agencies and Pinellas County Emergency Management after a disaster to facilitate cooperation and the provision of aid and assistance to agencies.

#### **3.0 Scope**

This operating guideline is applicable to the DRLN Service Matrix Administrator.

#### **4.0 Responsibilities of the DRLN Service Matrix Administrator**

The Senior Researcher/Planner at the Health and Human Services Coordinating Council for Pinellas County is the Service Matrix Administrator responsible for working with agencies on the Service Matrix, to provide assistance and notify agencies of the need for periodic updates. Key duties include:

1. Informing agencies of the purpose and benefits of the Service Matrix.

2. Notifying agencies of the need to complete the annual Service Matrix submission, including the schedule for completion.
3. Providing agencies with the necessary information and assistance to complete the Service Matrix submission.
4. Ensuring that the data from the on-line data collection tool is downloaded into a spreadsheet for review by the DRLN.
5. Coordinating updates for 2-1-1 Tampa Bay Cares to serve as a resource document.
6. Analyzing the information contained in the Service Matrix to determine the need for additional support to member agencies, and reporting the results to the DRLN.

## **5.0 Procedure**

1. At the January Disaster Recovery Leadership Network meeting, discuss the upcoming schedule of activities related to the Service Matrix.
2. At the January Disaster Recovery Leadership Network meeting, review the Service Matrix to identify any revisions or changes needed to improve the usefulness of the tool, present a proposed list of agencies to be contacted concerning the Service Matrix and solicit Disaster Recovery Leadership Network input.
3. Provide technical assistance to any agencies that are new to the list of Service Matrix participants to familiarize them with the Service Matrix, survey process, schedule, and benefits.
4. During the first week of March, send an email to each of the agencies that are expected to complete the survey for the Service Matrix. The email shall be sent on behalf of the Disaster Recovery Leadership Network leadership and should briefly explain the nature and importance of the survey.

The email should request completion of the survey by the end of March, to allow for presentation and review of the results at the May Disaster Recovery Leadership Network meeting. Contact information will be provided to agencies in case they require additional information or assistance.

5. Each week during the survey period, review the rate of participation and make necessary contacts to ensure agencies are participating appropriately.
6. Review the data for accuracy and completeness, and present summary at the May Disaster Recovery Leadership Network meeting.
7. Confirm that the Recovery Management Center database has been updated.

## 6.0 Schedule of DRLN Service Matrix Administrator Activities

January	Review data collection tool to identify any necessary funding and maintenance activities.
January	Review proposed list of participating agencies; Identify new agencies for inclusion.
March	Email agencies by Service Matrix Administrator with reminder and/or request to provide information.
March	Follow-up with agencies who have not updated their information to encourage participation.
May	Download Service Matrix data from SharePoint into the Excel spreadsheet; make final edits for presentation to the Disaster Recovery Leadership Network.
May	Review of Service Matrix participation and results, discuss need for additional Disaster Recovery Leadership Network training and support to agencies.

## 7.0 Service Matrix Document

A form detailing the information requested using the Service Matrix can be found in Appendix A.

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## **Section 2: Awareness, Notification and Plan Activation**

The Disaster Recovery Leadership Network has identified individuals who will receive early notification of a disaster and who will staff the Recovery Management Center. These individuals are included on a notification system managed by Pinellas County Emergency Management (PCEM). When a disaster threatens or has occurred, they will be notified through the Ready Alert notification system, housed in the Pinellas County Emergency Operations Center. 2-1-1 Tampa Bay Cares will ensure that they are made aware of the situation, and provided with Situation Reports, referred to as SitReps, giving detailed information about the emergency.

The Disaster Recovery Leadership Network also has communications, through Emergency Management, with the Disaster Advisory Committee (DAC). The Disaster Advisory Committee includes members from municipalities, fire, police and EMS agencies, and other organizations involved in disaster response. The Disaster Advisory Committee meets at the request of the Director of Emergency Management and provides input regarding further actions needed in the county such as evacuations, road closings and other emergency responses. These two mechanisms ensure that the Disaster Recovery Leadership Network and the Recovery Managers are quickly notified of any community disasters, and kept “in the loop”.

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### **DRLN Recovery Managers**

When notified by Pinellas County Emergency Management, the Recovery Managers will confer with the Disaster Recovery Leadership Network Chair and/or Vice-Chair to review the available information, including the Emergency Management situation reports (SitReps). The DRLN Chair or Vice-Chair will authorize further actions, including:

1. Ensuring that key Recovery Management Center staff is notified of the situation and sharing available information through 2-1-1 TBC as a precautionary measure. Notification will be by best available means (based on the situation, day and time, and available communications). No other immediate actions will be taken, but a schedule and method of providing periodic updates will be established.
2. If Disaster Advisory Committee meetings are scheduled, the Recovery Managers will be provided with updates of Disaster Advisory Committee activities and plans by Pinellas County Emergency Management. Based on information from the Disaster Advisory Committee meetings, additional actions may be initiated.
3. Authorizing the initiation of the Communications Plan. This action will include ensuring notification of the implementation of the Communications Plan through 2-1-1 Tampa Bay Cares by the best available means, and directing the agencies to begin implementation of their agency Continuity of Operations Plans (COOP) or disaster plans.
4. Directing the Recovery Management Center staff to the Recovery Management Center. Based on operational considerations, the Recovery Management Center will be located at the Pinellas County Health Department (205 Dr. M.L.K. Blvd. North St. Petersburg) or an alternate location.

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### **Health and Human Service Agencies**

When health and human service agencies are notified by the Disaster Recovery Leadership Network concerning an emerging situation as a precautionary measure, agencies should immediately:

1. Notify appropriate agency personnel. Obtain updated information from staff, including contact information and availability of staff to fulfill Continuity of Operations Plan (COOP) or disaster plan responsibilities.
2. Assignments should be made to ensure participation in further the Disaster Recovery Leadership Network meetings or communications where situation updates will be provided.
3. Agencies should review their Continuity of Operations Plan (COOP) or disaster plans and make any final preparations needed in the event these plans need to be implemented.
4. Review the information that the agency provided when completing the most recent update to the Service Matrix. If any information needs updating or correcting, update the on-line Service Matrix information (see information on the Service Matrix at the end of Section 1 and Appendix A).
5. Ensure that staff members are familiar with the mechanism for providing the Agency Status Report updates to the Recovery Management Center if this becomes necessary at a later time (see information on the Agency Status Report at the end of Section 2, and in Appendix B).

When health and human service agencies are notified by the Disaster Recovery Leadership Network of an emergency requiring activation of the Communications Plan, agencies should immediately:

1. Notify appropriate agency personnel of the need to activate the agency Continuity of Operations Plan (COOP) or disaster plans.
2. Based on the agency plans, immediate actions will likely include:
  - Prepare to suspend normal activities if necessitated by the emergency. Confirm staff contact information and method and time of likely post-disaster contact. Encourage staff to attempt to contact the agency when they have communications capability, or to report to an agreed to location when it is safe to do so.
  - Ensure staff members are familiar with their role in the agency Continuity of Operations Plan (COOP) or disaster plan, and are prepared to carry out those duties. Staff who cannot return to the agency service location to resume services may be asked to consider reporting to an alternate location, potentially performing alternate duties, when contacted by the agency.

- Direct staff to activate their personal/family emergency plan and go to pre-assigned safe shelter locations while it is safe to do so.
- Once the immediate emergency has passed, assigned agency staff should assess agency status and call the Recovery Management Center by calling **211** from within Pinellas County or **727-210-4211** from outside of Pinellas County to provide an update of their status and needs via the Agency Status Report (ASR) (see information on the Agency Status Report at the end of Section 2, and in Appendix B)
- Agencies should attempt to restore service, based on the realities of the post disaster environment. Information and questions should be directed to the Recovery Management Center.

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## **Agency Status Report Operating Guidelines**

### **Agency Information**

#### **1.0 Mission**

The mission of the Disaster Recovery Leadership Network (DRLN) is to ensure that priority human services are made available to the public at the earliest opportunity should a disaster occur in Pinellas County.

#### **2.0 Purpose**

The purpose of this document is to establish a process for completing the Agency Status Report. The Agency Status Report is an update to the Disaster Recovery Leadership Network Recovery Management Center, by telephone, to provide information on health and human service agency capability to provide services post-disaster and to identify any support the agencies require.

#### **3.0 Scope**

This operating guideline is applicable to health and all human service agencies.

#### **4.0 Agency Responsibilities**

Agencies are responsible for the following activities:

- Contacting the Recovery Management Center as soon as possible post-disaster, even if all of the agency status information is not available. Call 211, from within Pinellas County, and 727-210-4211, from outside of Pinellas County
- Providing requested information on agency status.
- Cooperating with the Recovery Managers representing the Disaster Recovery Leadership Network in altering normal service provision practices to maximize service availability. This may include reassigning staff as requested by the DRLN.

#### **5.0 Procedure**

1. As soon as possible post-disaster, contact Recovery Management Center by phone by calling 211, from within Pinellas County, and 727-210-4211, from outside of Pinellas County. Listen for the menu prompt for agencies calling in with an Agency Status Report update. Recovery Management staff will request information for the Agency Status Report update. If no telephone or cell service is available, go to the nearest police, fire or Emergency Medical Services (EMS) station and request their assistance. They will have communications capability.

2. Provide the requested information, plus any additional information that the agency believes would be helpful for the Recovery Managers to have.

## **6.0 Agency Status Report Documents**

An Agency Status Report template was created to provide guidance to the Plan participating agencies about the information they will be requested to provide. This form can be found in Appendix B.

DRLN APPROVAL DATE: \_\_\_\_\_

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## **Agency Status Report Operating Guidelines Recovery Management Center Information**

### **1.0 Mission**

The mission of the Disaster Recovery Leadership Network (DRLN) is to ensure that priority human services are made available to the public at the earliest opportunity should a disaster occur in Pinellas County.

### **2.0 Purpose**

The purpose of this document is to describe the process the Recovery Management Center, on behalf of the Disaster Recovery Leadership Network, will use to obtain information about the status of agency facilities and staff. This information will allow the Recovery Managers to assist agencies with the reallocation of staff and resources to maximize service provision.

### **3.0 Scope**

This operating guideline is applicable to the staff in the Disaster Recovery Leadership Network Recovery Management Center, which includes Disaster Recovery Leadership Network Recovery Managers.

### **4.0 Recovery Manager Responsibilities**

The Recovery Managers are responsible for the following activities:

1. Set up and test equipment and software. Set up procedures may be found in the Appendices.
2. Staffing the operational Recovery Management Center, coordinating with 2-1-1 Tampa Bay Cares, to receive information health and human service agencies. See Recovery Management Center staffing roster in Appendices.
3. Analyzing data in the Agency Status Report to determine the best means for utilizing available staff and resources.
4. Coordinating with provider agencies to maximize the provision of service through the reassignment of resources to meet demand.

## 5.0 Procedure

1. As soon as the Recovery Management Center is established, confirm 2-1-1 Tampa Bay Cares system is operationally capable of directing Agency Status Report calls to the Recovery Management Center. Provide any assistance needed to achieve operational status.
2. At the Recovery Management Center, determine whether the electronic or paper versions of the Agency Status Reports will be used. Copies of Recover Management Center reports may be found in the Appendices.
3. If the paper versions are to be used, create a work area where the report information can be both entered and reviewed. Recovery Management Center staff will record data from agencies, and enter it into the database. If electronic versions are used, data will be entered by Recovery Management Center staff directly into the Agency Status Report database.
4. Using the data from Agency Status Reports, analyze the ability of the agencies to provide service and how the Recovery Management Center can assist them. With the goal to optimize service capability, strategies may include suggestions to:
  - Identify assistance needed by agencies and communicate these needs to the Emergency Support Function 8 desk to speed assistance.
  - Maximize the use of facilities that are undamaged or otherwise maximally functional.
  - Combine staff from facilities that are closed or minimally functional with staff at locations that are operational.
  - Shift staff and other resources from low demand areas to high demand areas.
  - Open service sites in alternate locations where demand is high and accessibility is good.
  - Utilize staff in non-traditional roles to meet service demand.
  - Coordinating service provision activities with the Emergency Support Function 8 desk at the Emergency Operations Center to maximize use of all community resources.
5. Provide a summary of the information from the Agency Status Report to the Emergency Support Function 8 desk at the Emergency Operations Center. If computers are used, and Email service is available, transmit the data to the Emergency Support Function 8 desk by Email. If Email service is not available, contact the Emergency Support Function 8 desk by phone to determine if Fax or phone transmission is preferred.

## **6.0 Agency Status Report Documents**

An Agency Status Report template was created to assist in the collection of data for use by the Recovery Management Center, and to provide guidance to the participating agencies about the information they will be requested to provide. This form can be found in Appendix B.

DRLN APPROVAL DATE: \_\_\_\_\_

EM NOTIFICATION DATE: \_\_\_\_\_

### **Section 3: Recovery Management Center Operations**

The Recovery Managers are the Disaster Recovery Leadership Network designated operational decision makers. They represent the Disaster Recovery Leadership Network Chair and Vice-Chair and work closely with Pinellas County Emergency Management. Prior to mobilization, communication with Emergency Management occurs as a function of Disaster Recovery Leadership Network meetings and activities.

In order to have a clear chain of command, the Disaster Recovery Leadership Network Chair (or, in the Chair's absence, the Vice-Chair) is responsible for establishing a hierarchy within the Recovery Management Center. The Chair (or Vice-Chair) shall appoint Recovery Managers. Recovery Managers shall be considered the designated "person in charge", unless otherwise changed by the Chair or Vice-Chair. The Recovery Managers provide a single point of contact for efficient communications between the Recovery Management Center team and agencies.

Upon activation of the Communications Plan, the Recovery Managers will staff the Recovery Management Center to coordinate activities. Communication with Pinellas County Emergency Management will be through the Emergency Support Function 8 desk, staffed by Pinellas County Health and Human Services and the Pinellas County Health Department.

The purpose of the Recovery Management Center is to provide a safe and secure location to allow communication with, and support for health and human service agencies.

DRLN APPROVAL DATE: \_\_\_\_\_

EM NOTIFICATION DATE: \_\_\_\_\_

## **Recovery Management Center Operating Guidelines**

### **1.0 Mission**

The mission of the Disaster Recovery Leadership Network (DRLN) is to ensure that priority human services are made available to the public at the earliest opportunity should a disaster occur in Pinellas County.

### **2.0 Purpose**

The purpose of this document is to define the details of the activation, location, staffing and functioning of the Recovery Management Center. The Recovery Management Center will serve as the central decision making location for the Disaster Recovery Leadership Network appointed Recovery Managers in a post disaster environment.

### **3.0 Scope**

This operating procedure is applicable to all the Disaster Recovery Leadership Network appointed Recovery Managers and staff who will be serving in the Recovery Management Center.

### **4.0 Responsibilities of Recovery Managers**

1. Disaster Recovery Leadership Network representatives and 2-1-1 Tampa Bay Cares Leadership are included in the ReadyAlert notification process utilized by Pinellas County Emergency Management. The first responsibility they share is to ensure that all notices and alerts from Emergency Management are evaluated and responded to appropriately. Pinellas County Emergency Management will confirm that notifications concerning disasters and activation of the Emergency Operations Center have been received by the Recovery Managers and 2-1-1 Tampa Bay Cares Leadership.
2. Once notification from Emergency Management has been received, the Recovery Managers and 2-1-1 Tampa Bay Cares Leadership should confer by phone or on-site meeting to evaluate the situation. As needed, Emergency Management and the Disaster Recovery Leadership Network Chair and/or Vice-Chair should be consulted about the need for further action, including initiation of the Disaster Recovery Leadership Network Communications Plan.
3. If activation of the Disaster Recovery Leadership Network Communications Plan is determined to be necessary, the Disaster Recovery Leadership Network should request that 2-1-1 Tampa Bay Cares immediately begin notification of the Communications Plan participants and inform them of the activation of the Communications Plan. The Service Matrix database and the 2-1-1 Tampa Bay Cares database provide all necessary contact information listings to ensure all agencies are notified.

4. Once the Communications Plan is activated, steps should be taken to make the Recovery Management Center operational. In most disasters, this means that the Recovery Managers may be assuming the authority of the Disaster Recovery Leadership Network Chair and/or Vice-Chair, if they are temporarily unavailable. The following decisions need to be made as part of the Recovery Management Center operational:
  - **Location.** Based on the nature of the disaster, the Recovery Management Center will be located at the Pinellas County Health Department (205 Dr. M.L.K. Blvd. North, St. Petersburg, FL), or the alternate location (Appendix H). The Recovery Managers should decide on the location. If the decision is made to locate at an alternate facility, The Recovery Manager and 2-1-1 Tampa Bay Cares will coordinate details.
  - **Staffing.** Confirm the personnel who will be staffing the Recovery Management Center, based on staff availability.
  - **Reporting to the Center.** Based on the nature of the disaster, a decision will need to be made about the timing of staff reporting to the Recovery Management Center. The Recover Management Center is expected to be staffed as early as possible after Pinellas County Emergency Management declares that the roads are safe for travel.

## 5.0 Recovery Manager Responsibilities

1. Confer with Disaster Recovery Leadership Network Chair and/or Vice-Chair to confirm the activation of the Communications Plan and activation of Recovery Management Center.
2. Coordinate with 2-1-1 Tampa Bay Cares to notify health and human service agencies.
3. Confer with the Pinellas County Health Department and 2-1-1 Tampa Bay Cares concerning the activation details of location, staffing and time of reporting to the Center.
4. Based on decisions above, report to the Recovery Management Center and begin activation.

## 6.0 2-1-1 Tampa Bay Cares Responsibilities

1. Notify the Disaster Recovery Leadership Network Chair and/or Vice-Chair and the Recovery Managers of the conference call details to discuss the initiation of the Communications Plan and activation of the Recovery Management Center.
2. Notify agencies of Communications Plan activation.
3. Confer with the Recovery Managers concerning the Recovery Management Center activation details, staffing and reporting to the Center. Direct agency status report calls to the Recovery Management Center.

4. Based on the decisions above, report to the Recovery Management Center and begin activation.
5. Initiate the 2-1-1 Tampa Bay Cares Disaster Plan to ensure continued public and agency access to 2-1-1 Tampa Bay Cares Operators, or with the Citizens Information Center (CIC) at Pinellas County Emergency Management.
6. Assist in receiving Agency Status Reports. Input Agency Status Report information into the Recovery Management Center database or manual forms. Refer to the Agency Status Report Operating Guideline for details, and Appendix B and C for forms.

## 7.0 Procedure

1. Recovery Management Center staff should bring necessary personal supplies including clothing, food, water, and personal hygiene supplies to the Recovery Management Center.
2. Both business and personal cell phones and chargers should be brought to maximize communication capability.
3. As defined in the 2-1-1 Tampa Bay Cares Disaster Plan, 2-1-1 Tampa Bay Cares will either continue operations at the 2-1-1 Clearwater facility utilizing existing equipment, or public calls to 2-1-1 Tampa Bay Cares will be transferred to the Citizen Information Center.
4. Using either the electronic or printed versions of the Agency Status Reports, staff will receive calls from agencies to provide updates concerning agency physical service location status. The Agency Status Report Operating Guideline in Appendix B should be followed.
5. Recovery Management Staff will obtain the information, populate the electronic or manual versions of the forms, and provide the information to the Recovery Managers.
6. The Recovery Manager will assign a team leader to each of the following functions: Basic Needs Team; Behavioral Health Team; Child Care Team; Call Operators Team; and other teams as may be necessary. Each team will consist of individuals with knowledge and skill in the specific area assigned. Recovery Management teams will track and analyze the information to determine the best method of providing services, and prioritizing needs. Strategies may include:
  - Relocating agency staff from damaged service locations to functional locations.
  - Closing service locations where demand is low or access is difficult.
  - Expanding or opening service locations where demand is high and/or access is good.
  - Consolidating service provision to sites capable of handling higher volume demand.
  - Using staff in non-traditional roles as necessary to meet service demand.

Coordinate service provision with the Emergency Support Function 8 Desk at the Emergency Operations Center to maximize the use of all community resources. Team Leaders will consult with the Recovery Manager to determine the most appropriate action. The Recovery Manager will instruct the Team Leader to input the proposed solution/needs into the RMC database. The Recovery Manager will communicate agency status and needs to the Emergency Support Function 8 Desks. Team Leaders will maintain communication with the human service agencies.

7. As the Recovery Management Center works with agencies to maximize service provision, changes in where services are available will need to be communicated by to the 2-1-1 Tampa Bay Cares or the Citizens Information Center by available means. 2-1-1 Tampa Bay Cares or Citizens Information Center staff will update their database with the most current information to allow for accurate referrals for service to be made.
8. The Emergency Support Function 8 desk will coordinate with the Recovery Management Center concerning timing of information sharing based on the operational periods established by the Emergency Operations Center. Operational periods are the time frames used by Emergency Management to drive meeting schedules and tasks, and may vary from a few hours to a full day. The Agency Status Report Summary form (see Appendix C of the Communications Plan) will be communicated by Email, fax or phone (based on availability of these communication means) to the Emergency Support Function 8 desk. The form contains information on the status of agencies in providing service, assistance required by agencies and assistance the agencies are able to offer to the Emergency Operations Center. Pinellas County Emergency Management will prioritize the many requests for assistance, balancing the needs of the community and available resources.
9. A log of activities within the Recovery Management Center is maintained as soon as the Recovery Management Center is staffed. The log reflects significant activities and contacts that occur, including:
  - The date and time of the activity.
  - The name and contact information of those outside the RMC involved with the activity.
  - The name of the RMC staff completing the log entry.
  - Adequate details of the activity to allow follow-up.
10. The Recovery Management Center is expected to operate for a period of days, with staff rotating to provide needed relief. The log of activities should be used to review activities and the status of issues with the person assuming duties.

## **8.0 Recovery Management Center Documents**

Two forms, in addition to the Service Matrix already mentioned, have been created to support the operation of the Recovery Management Center. An Agency Status Report Prompt form was designed to assist staff in assuring that all necessary information is obtained from agencies as they call in with their Agency Status Report. The information can be downloaded to an Excel spreadsheet

to facilitate analysis of the information to aid the Recovery Managers in providing assistance to the agencies. A summary form was created to allow concise information from the Recovery management Center to be shared with the Emergency Support Function 8 desk at the Emergency Operations Center.

Both the Agency Status Report Prompt form and the Summary form are included in Appendix C of the Communications Plan.

## **9.0 Deactivation**

Pinellas County Emergency Management, through the ESF 8 Desk, will coordinate with the Disaster Recovery Leadership Network concerning deactivation of the Recovery Management Center.