

Central Florida



Disaster Medical Coalition

Governance Policies

Table of Contents

CFDMC Bylaws	3
Charter/ Code of Ethics	9
Board Nominations/Elections Process	13
Board Onboarding Process	14
Member Recruitment & Onboarding	15
Communication	16
Financial Policies & Processes	17
Coalition Support Roles & Responsibilities	18
Risk-Based Project Funding Process	19
Conflict Resolution	21

Central Florida Disaster Medical Coalition Bylaws (CFDMC)

Adopted: 2-17-14

Amended: 12-16-14

Amended: 8-18-15

Amended: 1-17-17

ARTICLE 1 – NAME

These are the bylaws of the “Central Florida Disaster Medical Coalition,” which is also known as and/or referred to as the CFDMC or the Coalition. CFDMC is a not-for-profit corporation operating under the laws of the State of Florida. CFDMC is recognized as the ASPR designated healthcare coalition in Region 5.

ARTICLE 2 – MISSION

The mission of the CFDMC is to develop and promote healthcare emergency preparedness and response capabilities in the East Central Florida Domestic Security Task Force Region 5 (RDSTF Region 5), including the following nine counties: Brevard, Indian River, Lake, Martin, Orange, Osceola, Seminole, St. Lucie, and Volusia Counties. The CFDMC will facilitate healthcare organizations and other partners in working together collaboratively to build, strengthen, and sustain a healthcare preparedness and response system within Central Florida and to assist Emergency Management and Emergency Support Function (ESF)-8 (Health and Medical) with the National Preparedness Goal identified five mission areas: Prevention, Protection, Mitigation, Response, and Recovery as related to healthcare disaster operations. The major goals of the CFDMC are:

- 1) Facilitate information sharing among participating CFDMC Members and jurisdictional authorities to promote common situational awareness;
- 2) facilitate resource support by expediting the mutual aid process or other resource sharing arrangements among CFDMC Members and support the request and receipt of assistance from local, state, and federal authorities;
- 3) facilitate the interface between the CFDMC and appropriate jurisdictional authorities to establish effective support for healthcare system resiliency and medical surge; and
- 4) build and/or strengthen local health capacity and capabilities prior to, during, and after a disaster or emergency.

ARTICLE 3 – VISION

To create and sustain a resilient community with a common purpose and voice, subsequently protecting and saving lives during disasters of all types and sizes.

ARTICLE 4 – FUNCTIONS

The functions of CFDMC are:

- To develop, refine and sustain a healthcare coalition governance infrastructure capable of receiving, prioritizing, distributing, and monitoring local, state and federal grant funding for healthcare emergency preparedness, and evaluation of capabilities and capacities achieved
- To determine risks and threats related to the healthcare system and participate with other response partners in identifying all risks and threats within Central Florida
- To perform and maintain resource assessments, including identifying and prioritizing healthcare assets and essential services
- To determine gaps in healthcare preparedness and identify resources for mitigation of the gaps
- To facilitate coordination of emergency preparedness activities for the healthcare system, including:
 - planning to prepare the healthcare system for a disaster
 - planning for at-risk individuals and those with special medical/behavioral health needs
 - acquiring and maintaining adequate equipment/supplies for response
 - provision of training to assist healthcare responders to develop necessary response skills
 - improving healthcare response capabilities through coordinated exercises and evaluation
 - ensuring overall readiness through coordination of emergency preparedness activities
- To seek new funding sources and integrate and leverage all funding streams to create and sustain capabilities
- To provide a forum for the healthcare community to interact with one another and other response entities at a community, county, regional, state and national level and to promote preparedness throughout the healthcare community through standardized practices and integration with other response partners
- To lead and champion interagency and interdisciplinary collaboration, coordination, and cooperation across all coalition partners
- To assist Emergency Management and ESF8 with multi-agency communication and coordination during a response and recovery.
- To assist healthcare organizations in understanding and complying with new emergency preparedness requirements.

ARTICLE 5 – MEMBERSHIP COMPOSITION & ROLES / RESPONSIBILITIES

The CFDMC Membership shall be comprised of individuals and organizations that represent the healthcare preparedness and response disciplines in all communities in the nine counties included within the boundaries of the CFDMC: Brevard, Indian River, Lake, Martin, Orange, Osceola, Seminole, St. Lucie, and Volusia Counties. Membership will be representative of both the geographic diversity of Central Florida, and representative of the diverse healthcare and other essential partners.

Composition: The composition of the CFDMC, including Membership groups and the roles and responsibilities of each group, are outlined below:

CFDMC Executive Committee: General management of the CFDMC shall be vested in the CFDMC Executive Committee, comprised of the two appointed Regional Domestic Security Task Force (RDSTF) Health and Medical Co-Chairs, who serve as permanent members of the Executive Committee and the Board of Directors, the Board Chair, the Board Vice-Chair and the Board Treasurer. In the event of a Health and Medical Co-Chair vacancy, the Board will vote to recommend to the RDSTF a member of the Board as a replacement. At least one of the two health and medical co-chairs must be a senior leader with the Florida Department of Health. The Executive Committee is responsible for recruitment of and orientation for Board of Director Members, for scheduling and preparing for Board of Director and Member meetings, for evaluation of the Board of Directors, and for communication with local, state and federal governance, including funding partners, the Domestic Security Oversight Team, the Strategic Planning Oversight Team, the Bureau of Preparedness and Response, the RDSTF, and county and local officials. The Executive Committee will appoint an Executive Director. It is highly recommended that the Executive Director be one of the appointed RDSTF Health and Medical Co-Chairs. The Executive Director will serve as an ex-officio, non-voting member of the Board of Directors. All other Executive Committee Members will also serve as voting members of the Board of Directors. The Executive Director is responsible for daily activities necessary to carry out the Board's direction. The Executive Committee may delegate tasks as deemed appropriate.

CFDMC Board of Directors: The CFDMC Board of Directors will serve as voting members of the CFDMC and are responsible for the governance of the CFDMC, for representing the geographic and discipline diversity of the CFDMC Members and communities, and for accepting the ultimate legal authority for the CFDMC. The CFDMC Board of Directors are also responsible for implementation and oversight of all CFDMC functions, including setting strategic direction, establishing plans for funding strategies, reviewing and approving the CFDMC budget, and developing, approving and implementing CFDMC policies and procedures. The Board of Directors shall consist of not less than fifteen (15) members and not more than twenty-one (21) members, and shall be comprised of:

- A representative from each of the nine (9) counties within the CFDMC boundaries
- Representation from the following essential partnership groups:
 - Hospitals and health systems
 - Local Emergency Management / Public Safety
 - Local Public Health
 - EMS Providers (Public & Private)
 - Long-Term Care
 - Behavioral & Mental Health

- Specialty Service Providers (dialysis, pediatrics, urgent care, District Medical Examiners, funeral directors, etc.)
- Support Service Providers (laboratories, pharmacies, blood banks, poison control, etc.)
- Primary Care Providers
- Community Health Centers
- Federal entities (NDMS, VA hospitals, DOD facilities)
- Private entities associated with healthcare (e.g., Hospital Associations)

The CFDMC Board of Directors will develop, implement, and maintain policies and procedures to carry out the required functions of the CFDMC. Board Members are required to complete Board Member orientation, sign a Board Commitment form, and sign the CFDMC Code of Conduct.

Members: The CFDMC Members will be comprised of individuals and organizations representative of the geographic diversity of the nine counties within the CFDMC boundaries and of the discipline diversity of essential partners and other stakeholders. The Board of Directors will rely heavily on the input of the CFDMC Members in its decision-making, and will seek to reach consensus on strategic direction, resource allocation, planning, training, exercises, response practices, and procedures. In addition to the essential partners identified above, CFDMC membership shall include representatives from the following stakeholder groups:

- Local and State Law Enforcement
- Public Works
- Private Organizations
- Non-government Organizations
- Non-Profit Organizations
- Volunteer Organizations Active in Disaster (VOAD)
- Community Organizations Active in Disaster (COAD)
- Faith-based Organizations
- Community-based Organizations
- Volunteer Medical Organizations (e.g., American Red Cross)
- Other Partners (as relevant)

CFDMC Members are partners who complete the Coalition Charter and Code of Conduct. A listing of Members will be developed and maintained.

Other Committees, Action Groups, or Teams: In addition to the above referenced groups, the Board of Directors may also appoint other committees, action groups or teams as needed to carry out the work of the CFDMC.

Member Compensation: All Members are volunteers and no Member shall be compensated for their appointment or participation as a Member. Members may be reimbursed for per diem and travel expenses incurred through the conduct of CFDMC business, including participation in conferences. Authorization must be obtained from the Board in advance of incurring expenses and expenses are compensated using State of Florida travel guidelines.

ARTICLE 6 – APPOINTMENTS, ELECTIONS, TERMS & OFFICERS

Appointment of CFDMC Executive Committee: CFDMC Executive Committee Members are comprised of the Health and Medical Co-Chairs; these individuals are appointed by the RDSTF Region 5. There is no term limit for these individuals. The elected Board Chair, Board Vice-Chair and Board Treasurer also serve as members of the Executive Committee.

Board Transition: The initial CFDMC Board of Directors will be comprised of the current Board Members of Central Florida Disaster Services, Inc. and the two RDSTF Region 5 Co-Chairs. Board Member vacancies during the transition will be nominated by the Executive Committee and appointed by a majority vote of the existing Board of Directors. Board Members are eligible to be elected to additional and/or consecutive two-year terms of office with no limit.

Elections: Elections to the Board of Directors for subsequent terms or to replace members who decline to serve an additional term will be held in December of odd years, beginning in 2015. The Executive Committee may serve as or will appoint a Nominating Committee to develop a ballot that ensures discipline and geographic diversity. The ballot must be approved by the Executive Committee. Election to the Board will be based on majority votes returned via ballot by both the Board of Directors and Members.

Board Officers: The Board of Directors will nominate and by majority vote elect the following officers.

Chair: An elected Board member will serve as the Chair. The Chair will serve as a member of the Executive Committee and as such will assist in planning for and preparing for Board of Director and Member meetings. The Chair shall preside over Board of Director and Member meetings, or arrange for the Vice Chair to preside over the meeting.

Vice-Chair: An elected Board member will serve as the Vice-Chair. By consent of the Board, the Vice-Chair may assume the role of the Chair for the remainder of the term upon resignation of the Chair. The Vice-Chair will serve as a member of the Executive Committee.

Each December, the Board will vote to confirm the appointment of the Vice Chair as the Board Chair for the following year and will elect a new Vice Chair.

Treasurer: The Treasurer is an elected member of the Board and is appointed by the Board. The Treasurer serves as the financial officer of the organization, and assists with the preparation of the CFDMC budget, ensures that financial information is accurate and available to Board Members and reviews the annual audit, as required by law. The Executive Committee will appoint or purchase needed support for the Board Treasurer in these duties.

Vacancies: A vacancy in a Board Member position will be filled with a temporary appointment for the balance of the vacating Board Member's term that maintains the diversity of the Board. The appointment will require a majority vote by the Board of Directors, and the appointee will fulfill the remainder of the vacating member's term. Vacancies in Board Officers will be filled by a majority vote of the Board of Directors.

Membership: CFDMC Membership is open to any individual or organization in a designated essential partner group, and/or any other designated stakeholder group, as outlined above.

ARTICLE 7 – CODE OF CONDUCT

To ensure transparency in its operations and to protect the integrity of the CFDMC, all Board Members are required to review and sign the CFDMC Code of Conduct annually. All CFDMC Members are also asked to review and sign the CFDMC Charter and Code of Conduct upon joining the coalition. Procedures will be implemented to address reporting of potential violations and to ensure compliance with the Code of Conduct.

ARTICLE 8 – MEETINGS

Meeting Frequency: The Board of Directors will meet at a minimum quarterly. Meetings may be face-to-face or virtual. A face-to-face meeting for all Members will be held at least once annually. A Special Meeting may be held upon call of at least two Executive Committee Members and/or the Board Chair.

Access: All meeting will have an agenda published at least three (3) days in advance of the meeting, and minutes shall be taken and retained. All meeting agendas and minutes will be posted in a location accessible to all Members. The Coalition and its Board are not subject to Government in the Sunshine requirements but are committed to transparency to its members.

Parliamentary Procedure: Meetings will be conducted using a consensus model, ensuring that all Board members' voices are heard and seeking overwhelming agreement with any decision. Where appropriate, a vote will be taken.

Quorum: A simple majority of the Board of Directors shall constitute a quorum for the legal transaction of business.

Attendance: Board of Directors who are absent for more than one-quarter of the meetings or for three (3) consecutive meetings during a term of appointment may be replaced upon a majority vote of the Executive Committee Members and the Board Chair. Board of Director Members may delegate an alternate to participate on their behalf but must provide written notice to the Executive Committee delegating voting privileges to the designee.

ARTICLE 9 - FISCAL YEAR

The fiscal year of the CFDMC will be July 1 through June 30 annually, to comply with the State Fiscal year.

ARTICLE 10 - RECORDS

The CFDMC shall maintain permanent, correct and complete records of account and shall retain records in such form and manner as required by law. The Board of Directors will develop written procedures to address records retention and to address access to records by Board of Director Member and funding partners.

ARTICLE 11 - AMENDMENTS TO THE BYLAWS

The Board will review the Bylaws and Governance Policies annually. Initial changes to the bylaws will be provided to Board 15 days prior and may be adopted by a two-thirds vote of the CFDMC Board of Directors. Subsequent changes to the bylaws will be shared in advance with the Members. Members will be given a minimum of 30 days to provide input to the Board of Director prior to a vote.

Adopted by two-thirds vote of the CFDMC Board of Directors this

16th day of December, 2014

Amended: 12-16-14

Amended: 8-18-15

Amended: 1-17-17

Central Florida Disaster Medical Coalition Charter and Code of Ethics

(Online survey at www.centralfladisaster.org)

This Charter is entered into among the Members of the Central Florida Disaster Medical Coalition (CFDMC or the Coalition).

The mission of the CFDMC is to develop and promote healthcare emergency preparedness and response capabilities in the East Central Florida Domestic Security Task Force Region 5 (RDSTF Region 5), including the following nine counties: Brevard, Indian River, Lake, Martin, Orange, Osceola, Seminole, St. Lucie, and Volusia Counties. The CFDMC will facilitate healthcare organizations and other partners in working together collaboratively to build, strengthen, and sustain a healthcare preparedness and response system within Central Florida and to assist Emergency Management and Emergency Support Function (ESF)-8 (Health and Medical) with the National Preparedness Goal identified five mission areas: Prevention, Protection, Mitigation, Response, and Recovery as related to healthcare disaster operations. The major goals of the CFDMC are:

- 1) Facilitate information sharing among participating CFDMC Members and jurisdictional authorities to promote common situational awareness;
- 2) facilitate resource support by expediting the mutual aid process or other resource sharing arrangements among CFDMC Members and support the request and receipt of assistance from local, state, and federal authorities;
- 3) facilitate the interface between the CFDMC and appropriate jurisdictional authorities to establish effective support for healthcare system resiliency and medical surge; and
- 4) build and/or strengthen local health capacity and capabilities in the event of an emergency or disaster.

The CFDMC Membership shall be comprised of individuals and organizations that represent the healthcare and emergency preparedness disciplines in all communities in the nine counties included within the boundaries of the CFDMC. Membership will be representative of both the geographic diversity of Central Florida, and representative of the diverse healthcare and other essential partners.

As a Member of the Central Florida Disaster Medical Coalition, I will:

- 1. Collaborate on the identification of local and regional healthcare disaster preparedness needs and support the Coalition's efforts to plan, train, equip and exercise healthcare preparedness capabilities that meet Assistant Secretary for Preparedness Response (ASPR), Hospital Preparedness Program (HPP), and Homeland Security Exercise and Evaluation Program (HSEEP) requirements.**
- 2. Participate in all-hazards emergency planning.**

3. Participate in at least one exercise annually hosted by the Coalition or a Coalition Member.
4. Assist Emergency Management and ESF8 as requested with multi-agency coordination during a response.
5. Regularly participate in Coalition meetings.
6. Regularly participate in Coalition communication drills.
7. Uphold the highest ethical and moral standards and abide by the Coalition Code of Ethics.

By entering the information requested below, I agree to become a member of the CFDMC.

* 1. Last name: _____

* 2. First Name: _____

3. Title: _____

4. Organization: _____

* 5. County (choose all that apply):

Brevard

Indian River

Lake

Martin

Orange

Osceola

Seminole

St. Lucie

Volusia

Other (please specify): _____

* 6. Affiliation (choose all that apply):

Hospital / Health System

Local Emergency Management / Public Safety

Local Public Health

EMS Provider (Public and Private)

Long-Term Care

Behavioral and Mental Health

Specialty Support Provider (e.g. dialysis, pediatrics, urgent care)

- Support Services Provider (e.g. laboratories, pharmacies, blood banks, poison control)
- Primary Care Provider
- Community Health Center
- Tribal Healthcare
- Federal Entity (NDMS, VA, DoD facilities)
- Private entity associated with healthcare (e.g. associations)
- Local/state law enforcement
- Public Works
- Business
- Non-Governmental Organization
- Non-Profit Organization
- Volunteer Organizations Active in Disaster (VOAD)
- Community Organizations Active in Disaster (COAD)
- Faith-based Organization
- Community-based Organization
- Volunteer Medical Organization (e.g. American Red Cross)

Other (please specify): _____

7. Primary Email address: _____

8. Alternate Email address: _____

9. Primary phone number: _____

10. Alternate phone number: _____

11. Address (street, city, state, zip): _____

Coalition Code of Ethics

In order to achieve the CFDMC mission, it is imperative that all those associated with the Coalition, including the Board of Directors, Members, staff and volunteers, uphold the highest ethical and moral standards while representing the Coalition. The Code of Ethics was developed to define basic principles and guidelines for conduct and should not be taken as a set of absolute rules. The avoidance of perception of conflict is as important as the avoidance of actual conflict. The Coalition Board of Directors is responsible for the interpretation, investigation, and action regarding potential or actual ethics violations.

All Members of the Central Florida Disaster Medical Coalition Board of Directors, Executive Committee, Members, staff and volunteers shall:

- 1) Conduct themselves professionally, with the highest level of integrity, accuracy, fairness, and responsibility to the public.
- 2) Act in the best interest of the Coalition, rather than in the furtherance of personal interests or interests of third parties.
- 3) Disclose the existence of any real or potential conflicting or competing interest that may impact your ability to act in the best interest of the Coalition. This includes but is not limited to any employment, contract or investment interest.
- 4) Board members with a financial or personal interest in any matter under discussion by the Board must disclose the nature of the interest and withdraw from discussion, lobbying and voting on the matter.
- 5) Not use the Coalition logo or not use any materials, products or services developed by the Coalition for proprietary purposes.
- 6) Ensure that the Coalition's financial resources are used wisely and only to further the Coalition's mission, goals and objectives.
- 7) Not intentionally communicate false or misleading information about the Coalition or its Members.
- 8) Accept only those duties and responsibilities that they feel they are fully prepared to complete, including service on the Executive Committee or Board of Directors.
- 9) Endeavor to actively promote the mission, goals and objectives of the Coalition.
- 10) Not discriminate based on race, religion, national origin, sex, age, sexual orientation, economic or physical or mental disability or illness. The Board will continually broaden its understanding and acceptable of cultural and individual differences and the impact of these in emergency preparedness planning and response.
- 11) Fundraising on behalf of the Coalition must have prior written approval by the Board of Directors. All fundraising practices will be consistent with the mission, goals and objectives of the Coalition. All statements made on behalf of the Coalition during fundraising appeals about the use of a contribution will be honored.
- 12) Report any perceived or actual violation of the Code of Ethics by a Coalition Member to the Board of Directors.

* By entering my name below, I accept and agree to abide by the Coalition Code of Ethics.

NAME: _____

BOARD NOMINATIONS/ELECTIONS PROCESS

The CFDMC Board of Directors shall consist of not less than fifteen (15) members and not more than twenty-one (21) members. The initial Board of Directors were solicited by and appointed by the existing Coalition Board in 2014 and 2015, with a focus on balancing Board representation across each of the nine counties within the region, and across each of the essential partnership groups.

The Executive Committee shall serve as the Board nominations committee. Elections to the Board are held in odd-numbered years. In the fall of odd-numbered years, nominations for vacancies will be solicited from among the membership. A deadline and a process for making nominations will be distributed to all members. Any member may make a nomination and self-nominations are permitted. Nominees must be a member of the CFDMC. Nominations must meet the county and essential partnership group requirements for the vacancy. Nominations must be submitted in the manner and by the due date determined by the Executive Committee and as announced to members. The Executive Committee will contact nominees to verify their willingness to serve and to obtain a bio.

In the December of odd-numbered years, the Executive Committee will prepare a ballot based on nominations received, including a bio for each nominee. The ballot will be distributed to members via email. Each member may vote using the provided ballot. The ballots must be submitted to the Executive Committee in the manner and by the due date determined by the Executive Committee and as announced to members. To ensure the integrity of the process, ballots must include the name of the voting member; however, the votes of individual members will not be disclosed. All eligible votes will be tallied. The individual receiving the highest number of votes for a Board position will be presented to the Board for appointment, and announced to membership. In the event of a tie, the Board will vote to decide the winner.

In January following an election, the Executive Committee will seek member input on the nominations/election process and use feedback received to improve the process.

Board Onboarding Process

New Board members receive a letter of appointment, including:

- Date term begins/ends
- County(ies)/essential partnership group(s) represented
- Orientation materials:
 - >Board calendar
 - >Board contact list
 - >Bylaws
 - >Glossary
 - >Direction to other materials including minutes, newsletters and other Coalition documents, available on the website at www.centralfladisaster.org.
- An Executive Committee Mentor

Retiring Board members are presented with a letter and certificate of appreciation.

The Board will evaluate the onboarding process annually

Member Recruitment & Onboarding

Membership in the Coalition is open to all interested parties. There are no dues. Members are solicited in a variety of ways, including through presentations by the Executive Committee, Board, Members, and other stakeholders to interested community partners and groups; through a CFDMC membership flyer, through emails; through the website, through the newsletter, and through meetings and networking within the healthcare and response communities.

In order to join, an individual must complete the CFDMC Charter and Code of Ethics (available online at www.centralfladisaster.org).

New members are added to the e-distribution list and to the Coalition Everbridge group.

Central Florida Disaster Medical Coalition Communication Plan

In order to meet our Mission to develop and promote healthcare emergency preparedness and response capabilities within Regional Domestic Security Task Force for East Central Florida (RDSTF Region 5), and to achieve the goal to facilitate information sharing among participating members, the CFDMC uses a variety of mechanisms to communicate with and engage its members. These mechanisms include:

Routine information, such as information on plans, trainings, exercises, resources and other information of interest to Coalition members are shared through:

- The Coalition's email distribution list
- The Coalition Website: www.centralfladisaster.org
- The Coalition newsletter: *Disaster Connection*
- Meetings & meeting minutes (monthly Board meetings, quarterly Coalition Member meetings, workgroup meetings)
- Conference calls
- Webinars
- Presentations to partner and other community groups
- Participation in other preparedness and response organizations, including RDSTF Region 5, the Statewide Healthcare Coalition Task Force, the Strategic Planning Oversight Team, Health and Medical Co-Chairs, the State Working Group Executive Board and Committees, etc.

Emergency alerts: A key member benefit is the ability to receive and share information in a disaster or event. The Coalition uses Everbridge SERVFL (State Emergency Responders and Volunteers of Florida) as its primary emergency communication mechanism. Everbridge SERVFL utilizes a wide range of methods to send and receive information on a variety of communication devices. Members receive free registration in Everbridge SERVFL, and those already registered are added to the Coalition group. The Coalition conducts quarterly Everbridge SERVFL communication drills.

Financial Policies & Processes

Accounting: The Coalition will contract with an external CPA to maintain an accounting database, make deposits, pay invoices, balance and account for funds by contract and type, and prepare a monthly Treasurer's Report.

Budget: At the beginning of each contract or grant, the Project Manager and/or Executive Director will prepare and present to the Board a proposed budget for the contract or grant funds expected. The Board is responsible for approving all budgets.

Cash Reserves: The Coalition has a target of maintaining a cash reserve of 180 days of typical operating expenses. If the cash reserve drops below 100 days, the Executive Committee will meet to determine if there is a need to reduce expenses and/or identify new sources of revenue

Contracts/Agreements: The Board must approve any contract or agreement into which the Coalition will enter. The Board may authorize the Executive Director to execute contracts or agreements in specific instances.

Authority and Documentation: Credit cards have been issued to Coalition and SMRT staff, including the Executive Director, Project Manager, SMRT Commander and Deputy Commander, and Warehouse Logistician. These individuals may charge or incur expenses up to \$250 for routine operating expenses without prior approval. The Executive Director may incur charges or other expenses up to \$1,000 without prior approval. Other than established monthly expenses, such as warehouse rental, or expenses related to contract deliverables, approved by the Board in a spending plan, the Board must approve in advance any expense of more than \$1,000.00. For time sensitive or critical issues, the Executive Committee can authorize spending more than \$1,000.00 by email or phone. In all cases, staff will seek the most economical way to conduct Coalition business. Where possible, at least three quotes will be obtained for projects exceeding \$1,000.00. Receipts for any expense must be submitted to the Accountant within 5 business days of the transaction, using the approved Coalition Receipt Form. In an event activation, the SMRT will follow state guidelines to ensure appropriate reimbursement.

Spending Plans: The Project Manager and/or Executive Director will prepare and submit spending plans as required by contract or grant. An annual spending plan for each contract will be provided to the Board for each contract or grant.

Travel Procedures: The Coalition will utilize the State of Florida travel reimbursement guidelines for all staff and member travel. All travel requires advance approval by the Executive Director and/or the Board.

Treasurer: The Treasurer serves as the voice of fiscal responsibility and accountability for the Coalition, and guides the Coalition and Board on financial policies and procedures. The Accountant will provide a balance sheet, including bank reconciliation, and a Treasurer's Report each month to the Treasurer. The Treasurer will review these and present the monthly Treasurer's Report to the Board for approval.

Non-Compliance: The Board will determine any consequences or penalties for non-compliance with these procedures by Coalition staff or Officers.

Coalition Support Roles & Responsibilities

Executive Director: Dave Freeman

The Executive Director is responsible for ensuring that the Board's directions are carried out. The Executive Director is appointed by the Executive Committee and it is highly recommended that the Executive Director be an RDSTF Co-Chair. Roles include serving on the Executive Committee and as an ex-officio, non-voting Board Member, Strategic Planning Oversight Team Member, Healthcare Coalition Task Force Member, and State Working Group Executive Board Member, etc. Dave Freeman also serves as the SMRT 5 Commander. The Executive Director directs the daily operation of the Coalition and provides guidance to the Board on regional capabilities and priorities.

Project Manager: Lynne Drawdy

Roles include Executive Committee and Board support, member recruitment, member communication (updates, newsletters, Everbridge), management of contract deliverables and coalition projects, strategic planning, and special projects (such as the ICAR pilot, SMRS and Regional Trauma Agency support, Healthcare Coalition Task force workgroups, etc.)

Regional Point of Contact: Matt Meyers

Roles include regional response coordinator, regional point of contact, hospital liaison, patient movement, EMS System Assistant Coordinator, Chempak liaison, State Working Group Planning and Operations and Infrastructure Committees, UASI Executive Board, Healthcare Coalition Task Force workgroups, etc.

Risk Based Project Funding Process

The Central Florida Disaster Medical Coalition (CFDMC) may receive risk-based project funding to develop and sustain preparedness and response capabilities. The Coalition has adopted the funding methodology utilized by the State Working Group (SWG) and the DOH Bureau of Preparedness and Response (BPR). The process is outlined below:

A committee will be formed for each essential partnership group, as outlined below. The committees will be chaired by appropriate Board members, with support by Coalition and regional staff. All Coalition partners will be encouraged to join one or more of these committees.

Essential partnership groups are:

- Hospitals and health systems
- Local Emergency Management / Public Safety
- Local Public Health
- EMS Providers (Public & Private)
- Long-Term Care
- Behavioral & Mental Health
- Specialty Service Providers (dialysis, pediatrics, urgent care, District Medical Examiners, Funeral Directors, etc.)
- Support Service Providers (laboratories, pharmacies, blood banks, poison control)
- Primary Care Providers
- Community Health Centers
- Federal entities (NDMS, VA hospitals, DOD facilities)
- Private entities associated with healthcare (e.g., Hospital Associations)

The committees will meet virtually and based on the three risks identified by CFDMC (weather-related events, biological disease outbreaks/pandemics, and hazardous materials events), each committee will:

- >document capabilities and resources available to mitigate these risks
- >document capabilities and resource gaps
- >propose projects, utilizing the prescribed project template, to mitigate the identified gaps

Proposed projects must follow these guidelines:

- >Projects must be specific to an essential partnership group (not specific to a county)
- >Projects must address an identified capability or resource gap
- >Projects must align to and support one of the following capabilities: Continuity of Operations, Emergency Operations Coordination, Information Sharing, Medical Surge, Fatality Management
- >Number of projects submitted by each committee may be limited to a specific number, based on available funds
- >Individual projects may be limited to a maximum amount, based on available funds.
- >Projects will not be considered if they supplant normal business expenses/core mission requirements
- >Projects will not be considered if they are eligible for funding under other federal funding processes (such as PHEP).

Proposed projects must be received by the established due date, and the project submittal must be complete and accurate.

Each committee will designate one individual to serve on a Peer Review Committee. The Peer Review Committee will meet virtually to review and vet proposed projects. Each Peer Review Committee will vote to prioritize proposed projects. The Peer Review Committee votes will be averaged and this will comprise 30% of the final project score.

The proposed projects will be presented to the CFMDC Board of Directors. Each CFMDC Board Member will vote to prioritize proposed projects. The Board votes will be averaged and this will comprise 70% of the final project score.

Projects will be prioritized based on the final project score and projects will be funded until funds are depleted.

Conflict Resolution

The Central Florida Disaster Medical Coalition is a member-focused organization. Members and Board members sign a Charter and Conflict of Interest statement in the Code of Ethics.

Board members are elected by the members, and are expected to represent the interests of their designated county(ies) and essential partnership group(s). Board and Coalition actions are accessible to all members and minutes of Board and Coalition meetings are posted on the Coalition website for easy access.

In the event of a conflict, a member may present the issue to the Board for resolution. The Board will strive for consensus in resolving member issues. Consensus means overwhelming agreement, following a good faith effort to meet the interests of all stakeholders. The key indicator of whether or not consensus has been reached is that everyone agrees they can live with the final proposal. If consensus cannot be reached, the issue will be resolved by a majority vote of the Board.