State of Utah
Department of Human Service
Division of Child and Family Services

Emergency Response and Recovery Plan
Targeted Plan within the CFSP for FFY 2020 to FFY 2024

APSR Update

Submitted: June 28, 2020

Table of Contents

1.1 PLAN SUMMARY 1

1.1.1 AUTHORITIY 1
1.1.2 PURPOSE 1
1.1.3 SCOPE 2
1.1.4 DISTRIBUTION 2

1.2 DEFINITIONS AND ACROMYMS 2

1.3 ASSUMPTIONS 4

1.4 IMPACT ANALYSIS 5

1.5 EMERGENCY RESPONSE SYSTEM 6

1.5.1 STATE OF UTAH DIVISION OF EMERGENCY MANAGEMENT 6
1.5.2 DEPARTMENT OF HUMAN SERVICES 8
1.5.2.1 Department Of Human Services Structure 8
1.5.2.2 Department of Human Services Emergency Management Structure 9
1.5.2.3 Crisis Management Team 9
1.5.3 DIVISION OF CHILD AND FAMILY SERVICES 10
1.5.3.1 DCFS Organizational Structure 10
1.5.3.2 Plan Maintenance 11
1.5.3.3 DCFS Mission Essential Services 11
1.5.3.4 DCFS Emergency Management Structure 17
1.5.3.5 Continuity of Operations 12

1.6 CONCEPT OF OPERATIONS 12

1.6.1 EMERGENCY RESPONSE CLASSIFICATION 12
1.6.2 COMMAND AND CONTROL 13
1.6.2.1 Primary 13
1.6.2.2 Secondary 13
1.6.3 NOTIFICATION AND ACTIVATION 39
1.6.3.1 Notification 13
1.6.3.2 Activation 14
1.6.4 LOCATION OF EMERGENCY OPERATIONS HEADQUARTERS 15
1.6.5 EMERGENCY OPERATIONS MANAGEMENT 16
1.6.5.1 Responsibilities of the Division 16
1.6.5.2 Responsibilities of the Region Director 16

1.6.5.3 State Office Emergency Operations Management *17*
1.6.5.4 Region Emergency Operations Management *17*
1.6.5.5 Recording Emergency Related Activities *17*
1.6.6 STAFFING 18
1.6.6.1 Preparedness *18*
1.6.6.2 Contacting Staff Following an Emergency *18*
1.6.6.3 Staff Evacuating From the Affected Area *18*
1.6.6.4 Contacting Family if the Staff Member is at Work *19*
1.6.6.5 State Office Staffing *19*
1.6.6.6 Staff/Client Health and Mental Health *20*
1.6.6.7 Region Office Staffing *21*
1.6.6.8 Recruitment of Additional Staff *21*
1.6.6.9 Volunteer Management *22*
1.6.6.10 Background Screening Requirements *22*
1.6.7 FISCAL OPERATIONS 22
1.6.7.1 State Office Fiscal Operations *22*
1.6.7.2 Regional Fiscal Operations *23*
1.6.7.3 Budgeting, Accounting, and Payroll *23*
1.6.7.4 Resource Management-Procurement, Distribution, Maintenance, Repair, and Replacement of Supplies and Equipment *23*
1.6.7.5 Resource Management-Transportation *24*
1.6.7.6 Resource Management-Computer Equipment *25*
1.6.7.7 Resource Management-Office Supplies *25*
1.6.7.8 Resource Management-Care and Comfort of Employees *25*
1.6.7.9 Resource Management-Other Resources *26*
1.6.7.10 Resource Management-Determining Damage and Safety to State Facilities *26*
1.6.7.11 Resource Management-Shelter Facilities *27*
1.6.7.12 Resource Management- Relocation or Lease and Rental of Facilities *27*
1.6.7.13 Resource Management-General Maintenance of Facilities *27*
1.6.7.14 Communications *28*
1.6.7.15 Donations Management *28*
1.6.8 OBTAINING DATA, RESTORING THE SAFE DATABASE, SALVAGING RECORDS 29
1.6.8.1 Collection and Dissemination of Data Relating to Emergency Activities and Support to Data Systems Users *29*
1.6.8.2 Evaluation and Research *29*
1.6.8.3 Repair and Maintenance of Computer Equipment *29*
1.6.8.4 Safekeeping and Salvage of Paper Case Files *29*
1.6.9 Service Delivery to Affected Children and Families 30
1.6.9.1 Responsibilities *30*
1.6.9.2 Locating and Tracking of Children in Custody *30*
1.6.9.3 Locating and Tracking of Unattended, Separated, or Orphaned Children *32*
1.6.9.4 Finding Alternative Placements (Relocation) for Children in the Custody of the State of Utah and in an Out-of-home Placement *33*
1.6.9.5 Finding Alternative Placements (Relocation) for Children in the Custody of Another State but in a Foster Care or Residential Placement in Utah *34*
1.6.9.6 Notification of a Child's Parents Regarding the Status of a Child in an Out-of-Home Placement *34*

1.6.9.7 Support to Children in Custody, the Person(s) Responsible for Those Children, and Families Receiving In-home Services Evacuating to Another State or to Children in Custody Relocated to an Out of Home Placement Outside of Utah....35
1.6.9.8 Support to Children in Custody, the Person(s) Responsible for those Children, or Families Receiving In-home Services from Another State that Evacuate to Utah or Children in Custody of Another State that are Relocated to an Out of Home Placement in Utah....36
1.6.9.9 Support to Evacuees Relocating to Utah from Other States....36
1.6.9.10 Sheltering of Children in Custody or Children that are Unattended, Separated, or Orphaned....37
1.6.9.11 Transportation of Affected Children....37
1.6.9.12 Providing Crisis In-home Services....38
1.6.10 Constituent Services....38
1.6.11 Liaison....39
1.6.11.1 State Office State Agency Liaison....39
1.6.11.2 Statewide Liaison with Federal Partners and Surrounding States....41
1.6.11.3 State Office Liaison with In-State Providers, Partners, and Non-Profit Organizations....41
1.6.11.4 Liaison with Tribes....42
1.6.11.5 Region Liaison with Local Government Agencies....42
1.6.11.6 Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies....43
1.6.12 Media Relations....44
1.6.13 Training....46
1.6.14 Transition Plans-Resumption of Normal Business....46

1.7 EXERCISES AND EVALUATION....46

APPENDIX....48

APPENDIX 1. Department of Human Services Emergency Management Structure....48
APPENDIX 2. DCFS State Office Emergency Management Structure....49
APPENDIX 3. DCFS State Office Emergency Management Structure....50
APPENDIX 4. Position Responsibilities....51

Record of Changes				
Change Number	**Effective Date of Change**	**Date Entered**	**Sections to Which Changes Were Made**	**Change Made By**
1	May 9, 2011	March 30, 2011	Added sections 1.6.5.1 "Responsibilities of Division Director" and 1.6.5.2 "Responsibilities of the Region Director"; Updated Mission Essential Services; Changed title of some positions; Updated Emergency Management Structures and Job Responsibilities	D. Florence
2	November 15, 2011	November 11, 2011	Updated Emergency Management Structure, Change references related to the Division of Homeland Security to Division of Emergency Management. Renamed the "Region Internal Agency Liaison" to "Region Liaison with Local Government Agencies." Changed "Region External Agency Liaison" to "Region Liaison with Local Partners, Community Organizations, and Non-Government Agencies."	D. Florence
3	December 30, 2012	November, 2012	Added responsibilities to the Region Emergency Response Coordinator and added region offices to organization charts.	D. Florence
4	December 30, 2013	November, 2013	Added Section 1.6.6.2 *Contacting Staff Following an Emergency* and Section 1.6.9.6 *Notification of Parents of Children in Custody*. Added a list of DCFS 800 MHz radios available throughout the state and added a statement to Section 1.6.7.5 stating the Resource Manager needs to assure keys to cars are transferred when evacuating a building. Removed the table *Number of Children in Foster Care*. Updated Emergency Management Structures and made other changes to clarify	D. Florence

			the narrative.	
5	December 30, 2014	November, 2014	Updated Emergency Operations Organization Charts and Radio call list.	D. Florence
6	December 30, 2015	November, 2015	Updated Emergency Operations Organization Charts and Radio call list. Updated various position descriptions in Appendix 6	D. Florence
7	September 30, 2016	August, 2016	Clarified section 1.6.9.3 Locating and Tracking of Unattended, Separated, or Orphaned Children. Updated Emergency Operations Organization Charts and Radio call list. Changed the term "Regional" to "Region." Changed "Southwestern Region" to "Southwest Region"	D. Florence
8	June 30, 2017	June 30, 2017	Updated Organization Charts	D. Florence
9	June 30, 2018	June 30, 2018	Updated Organization Charts	D. Florence
10	June 30, 2019	June 30, 2019	Updated Organization Charts	A. Berrett
11	June 28, 2020	June 28, 2020	Added APSR Update/COVID-19 Pandemic Note	A. Berrett

APSR Update

The Emergency Response Plan was reviewed, and no substantive changes were made. Person-specific identifications were removed and replaced with position-specific information.

It is important to note that, as a result of lessons learned during the COVID-19 Pandemic, DCFS recognized the need to make changes within the plan. These changes will be addressed after urgent issues surrounding the pandemic have been resolved. When the updated plan is completed, DCFS will send a copy to the Children's Bureau Region VIII office.

1.1 Plan Summary

1.1.1 Authorities and References

In accordance with Utah Code 53-2-104(1)(b)(ii) the Department of Public Safety's Division of Emergency Management is required to perform functions relating to emergency management as directed by the governor or by the commissioner, including coordinating the requesting, activating, and allocating of state resources during an intrastate disaster or a local state of emergency as well as in a declared disaster receiving and disbursing federal resources provided to the state.

The Department of Human Services Policy and Procedure 01-09 mandates that all divisions, offices, and institutions develop, exercise, and maintain plans for the continuity of business operations in the event of a crisis. Whatever the situation, the department's entities must be able to carry out their responsibilities to their clients, customers, vendors, employees, and the tax-paying public of the State of Utah. Plans must address the full range of resources including data processing, telecommunications, personnel, and workspace.

Business Continuity Plans for all DHS business functions will include, at a minimum, the following areas:

- Alternate processing strategy
- Data and Other Information Requirements
- Network (LAN/WAN), PC, Software and Documentation Requirements
- Personnel Requirements and Assignments
- Supplies, Forms, etc.
- Telephone and Other Communications Requirements
- Vital Records and Off-Site Storage Requirements.

The Child and Family Services Improvement Act of 2006 amended the requirements for a state to have a compliant Title IV-B State Plan. Section 422 (b)(16) requires that all states have in place, by October 1, 2007, procedures for responding to a disaster, including how the state will:

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

1.1.2 Purpose:

The purpose of this document is to present a single coordinated DCFS emergency response plan that integrates, and is consistent with, both the Department of Human Services (DHS) Emergency Management and Business Continuity Plan and the State of Utah Emergency Operations Plan.

1.1.3 Scope

This plan:

- Identifies state, department, and division response systems that will become operational following an emergency
- Identifies critical lines of business and ensures that DCFS can continue critical business operations and deliver mission critical services to its clients/customers following an emergency
- Provides DCFS with a statewide, all-hazards approach to providing consistent incident management and effective, efficient coordination across a spectrum of activities including prevention, preparedness, response, and recovery
- Establishes management succession and emergency powers
- Facilitates effective coordination of recovery efforts by establishing division-wide response protocols and identifies staff responsibilities during both the response and recovery phases
- Outlines procedures to expedite recovery to normal operations in a timely and efficient manner.

1.1.4 Distribution

This plan, or portions of the plan, will be distributed to the following entities:

- Executive Director-Department of Human Services
- Director-Division of Child and Family Services
- Region Directors-Division of Child and Family Services
- Region VIII-Child Welfare Specialist
- Division of Child and Family Service Providers and Partners
- Native American Tribes in the State of Utah

1.2 Definitions and Acronyms

Catastrophic Emergency: Any emergency that affects an entire DCFS Region or multiple DCFS Regions, that exceeds local or county response and recovery capabilities, requires extensive state or federal assistance to recover, and results in significant injuries, casualties, and/or large numbers of evacuees.

Crisis Management Team: The group that staffs the DHS Emergency Operations Headquarters and implements the DHS Emergency Management/Business Continuity Plan.

Data Communications Network: Telecommunications equipment and circuits that provide wide-bandwidth transmission of data between the users, customers, and computer applications.

Division of Child and Family Services (DCFS): A division within the Department of Human Services that investigates child abuse and neglect; provides home-based services to children who are potentially at risk of abuse and neglect and their families; provides short-term, culturally responsive foster care, kinship, and residential placements and services to a child and/or family when the child has been removed from their home; seeks to provide an adoptive home for every legally free child in DCFS custody as well as for children in DCFS custody where adoption has been determined to be the most appropriate goal; and offers domestic violence services including sheltering, crisis intervention, and parent education.

Division of Emergency Management (DEM): A division within the Department of Public Safety that is responsible for coordinating statewide emergency management operations when state resources or support is requested by local jurisdictions.

Department of Human Services (DHS): The state agency that provides direct and contracted human services to vulnerable children, families and adults.

Emergency: Any of the various types of events that result in death or injuries to citizens, cause damage to property, disrupt normal business operations, and/or that require federal, state or local government assistance to help maintain or restore normal living conditions or maintain or restore normal private or public services.

Emergency Management/Business Continuity Plan: The Department of Human Services Plan that guides the department's response and identifies emergency roles of divisions and offices within the department.

Emergency Support Functions (ESFs): Fifteen integrated FEMA assessment, management, and assistance teams identified in the Federal Response Plan that provide federal support to state emergency operations. Also, teams within state offices (that have adopted an organizational structure similar to that outlined in the Federal Response Plan) that provide support to county emergency operations.

Emergency Operations Center (EOC): The state, department, division, region or local government location that houses ESFs, the Department Emergency Response Team, or the Division's Emergency Management Teams.

Emergency Operations Plan (also Business Continuity Plan, or Plan): A document that describes the tasks and resources needed to meet agency and client needs following an emergency.

Emergency Management Team or the Emergency Response Team: Teams that staff the division, local government or other Emergency Operations Centers or Emergency Operations Headquarters, implements their respective Emergency Operations Plan, and perform tasks that enable the response or recovery process to occur.

Federal Emergency Management Agency (FEMA): The agency within the U.S. Department of Homeland Security that coordinates the federal response to U.S disasters that overwhelm the resources of local and state governments.

Function: (See Emergency Response Function-(ESFs) A group of similar tasks or responsibilities, and the individuals that perform those tasks or assume those responsibilities, linked together to increase an organization's structural efficiency during emergency operations.

Large Emergency: Any emergency that affects an entire region or multiple regions that exceeds local or county response and recovery capabilities, and requires extensive state resources to adequately respond and recover.

Major Emergency: Any emergency that affects two offices within a region (or adjoining offices within two regions) with a common boundary or that will likely exceed local capabilities and require some state assistance.
Minor Emergency: Any emergency that affects only one office within a region and is likely to be within the response capabilities of city or county government entities.

Phase: Specific points in the emergency management process including the Preparation Phase, Response Phase, Recovery Phase, Evaluation Phase, and Mitigation Phase.

Position: Descriptive title or a position filled by a person who performs emergency response related activities.

Presidential Disaster (Emergency): An emergency that is determined to be beyond the ability of local and state governments to provide essential emergency relief services and to which the President of the United States has committed, by executive order, federal resources.

Priority: A mission essential service, function, or responsibility. Also can determine the order in which services will be provided and processes will be recovered.

State of Emergency: An edict from the Governor that frees up state resources that can be used to supplement local resources deployed during an emergency.

Task: Actions performed by emergency response staff that must occur in order to adequately respond to an emergency and/or assure that the response effort is leading toward recovery.

1.3 Assumptions

To guide the planning process, the DHS Business Continuity Plan lists the following assumptions:

- Sufficient DHS personnel will be available subsequent to the interruption to execute the Plan. The Plan is written at a level of detail that requires personnel familiar with DHS business operations.
- All PC and LAN data and system software required to implement recovery of systems necessary to support mission-critical business functions will be backed up on a regular basis. The timing of the backup cycle should be frequent enough to minimize reentry or reconstruction of data, recreation of files, and bringing files back to current status.
- All documents, records, etc. required to restore and operate essential business functions will either be duplicated and stored off site or can be obtained from an outside source.
- Items required for recovery will be stored off-site, in a secured, environmentally protected location.

Other assumptions on which DCFS bases this plan are:

- A 7.0 or larger earthquake along the Wasatch Front, deemed a “catastrophic emergency,” poses the largest “natural” threat to life and property in the State of Utah.
- Following a catastrophic emergency, 20% of children in DCFS custody, the person(s) responsible for those children, as well as families receiving in-home services who reside in the affected area will become homeless.
- Following a catastrophic emergency, 25% (5% of all children in custody, the person(s) responsible for those children, as well as families receiving in-home services) of homeless families will voluntarily or involuntarily evacuate to surrounding counties or states.
- Following a catastrophic emergency, 10% of children in an out of home placement who reside in the affected area will need to be relocated to an alternate placement.
- Following a catastrophic emergency 10% of adults that die or are injured will have children for whom they are responsible, therefore leaving those children separated, or unattended.
- Following a catastrophic emergency, 7% of children separated or unattended will have no surviving relative in the area (will be orphaned).
- Reports of abuse and neglect will increase by 10% in the three-months immediately following a catastrophic emergency.
- DCFS and its provider network are highly reliant on communications technology for voice and data exchange to support day-to-day operations.

- Following a catastrophic emergency, offices within regions will need support from staff from within, or outside of their region for emergencies rated above E-2-S (see Emergency Response Classification).
- Following a catastrophic event, regions and/or the State Office will need additional staff, supplies, or technical support in order to mount an effective response.
- While emergency operations may affect one or more regions, normal business operations will be maintained in regions unaffected by the emergency.
- Following an emergency rated as E-2-M or higher, schools will be closed, access to courts will be limited, and support by law enforcement will diminish.
- Following an emergency, children in custody, the person(s) responsible for a those children, as well as families receiving in-home services remaining in their place of residence will require an increased array of services.
- A background screening will need to be performed for any person volunteering or providing direct DCFS support services to children or their families.

1.4 Impact Analysis

This plan is designed to address the division's response and recovery efforts associated with the following types of events:

- Tornadoes
- Thunderstorms
- Severe Winter Weather (including ice storms)
- Flooding
- Droughts
- Heat Waves
- Earthquakes
- Dam Failures
- Utility Interruptions or Failures
- Fires
- Mass Transportation Accidents
- Terrorism
- Nuclear Events
- Hazardous Materials, including Radiological Events
- Civil Disorder
- Public Health Emergencies
- Bioterrorism
- Environmental Issues
- School Violence
- Mass Violence (e.g. sniper shootings)
- Agro-terrorism
- Any other event that would cause significant trauma for individuals and communities

A general assessment of potential Utah disasters and their impact can be located on the State of Utah Division of Emergency Management website at http://dem.utah.gov/hazards-in-utah/.

This plan assumes that a 7.0 or larger earthquake along the Wasatch Front poses the largest "natural" threat to life and property in the State of Utah. Loss estimates for a magnitude 7.0 earthquake in the Salt Lake City area indicate that there will be more than $40 billion in damage to buildings, 9,000 injuries (900 severe), as many as 150 fatalities, and as many as 150,000 displaced households. Failure of a major dam could increase fatalities by the thousands. Large earthquakes in another city along the Wasatch Front could also produce extensive damage. Damage to buildings following a magnitude 7.0 earthquake in Ogden could total $16 billion. Damage in the Provo area could reach $14 billion. It is expected that about 3,000 severe injuries and fatalities could occur in either area.

After a catastrophic earthquake in the Salt Lake Valley Region it is estimated that 75 families receiving in-home services will become homeless with as many as 18 families evacuating outside the affected area. More than 77 children in the Salt Lake Region currently residing in an out of home placement will need to be relocated to an alternate placement and as many as 1,040 children will be unattended or separated from their families with 72

becoming orphaned. In addition, it is estimated that within 3-months following the event there will be an additional 214 reported cases of abuse and neglect with as many as 75 of those cases substantiated.

Estimated Impact on Children and Families Following a Catastrophic Emergency by Region					
	Children and Families Receiving DCFS Services			Children and Families in the General Public that May Require DCFS Services	
Region	**Families Receiving In-home Services That Become Homeless**	**Families Receiving Services that Evacuate Outside the Affected Area**	**Children in Out of Home Placement that will Require an Alternate Placement**	**Children Unattended, Separated/ Orphaned**	**Additional Reported/ Substantiated Cases of Child Abuse and Neglect (after 3 months)**
Eastern	39	10	35	290/20	30/11
Northern	70	14	72	730/51	133/47
Salt Lake Valley	75	18	77	1,040/72	214/75
Southwest	22	6	24	260/18	41/14
Western	38	10	61	570/40	83/29
Note: All numbers are rounded.					

1.5 Emergency Response System

1.5.1 State of Utah Division of Emergency Management (DEM)

In accordance with the Utah State Emergency Operations Plan (EOP), the Governor will retain command and control over all emergency response and recovery activities performed by state agencies. The Governor may declare a statewide emergency whenever he or she feels that state or federal resources are necessary to ameliorate the effects of a disaster. Requests for assistance are channeled from a city/town government to the county government in which the city or town is located and then to the State EOC.

State agencies, when directed by the Governor, take actions to mobilize and deploy resources to assist in life, safety, and property protection efforts. The state EOP applies to all state agencies tasked with providing response and recovery assistance and defines processes to be followed during incidents requiring:

- State support to county, local, and tribal governments
- State-to-state support
- State-to federal coordination
- The exercise of direct state authorities and responsibilities, as appropriate under law
- Public and private sector incident management integration or coordination.

The Utah State Emergency Operations Plan (EOP) establishes interagency and multi-jurisdictional mechanisms for state government involvement in, and Division of Emergency Management coordination of, statewide and/or other multiple political subdivisions incident management operations as required or requested.

DEM uses the State of Utah National Incident Management System (NIMS) as the basis for its Incident Command System (ICS) structure. NIMS concepts and principles address the consequences of any emergency, disaster, or

incident in which there is a need for state resources to conduct prevention, preparedness, response, and/or recovery assistance activities.

Agencies have been grouped together under ESFs to facilitate assistance provided.

Emergency Support Functions	
ESF #1 – Transportation	**ESF #9** – Search and Rescue
ESF #2 – Communications	**ESF #10** – Oil and Hazardous Materials Response
ESF #3 – Public Works and Engineering	**ESF #11** – Agriculture and Natural Resources
ESF #4 – Firefighting	**ESF #12** – Energy
ESF #5 – Emergency Management	**ESF #13** – Public Safety and Security
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services	**ESF #14** – Long-Term Community Recovery
ESF #7 – Logistics Management and Logistical Resource Support	**ESF #15** – External Affairs
ESF #8 – Public Health and Medical Services	**ESF #16** (State of Utah only) Military Support

If state assistance is required, it may be provided by one or more of the ESFs. Designated primary agencies are responsible for managing the activities of the ESF and for ensuring that missions are accomplished. Primary agencies have the authority to execute response operations. Primary agencies use ESF Annexes as a basis for developing Standard Operating Procedures (SOPs). Support agencies assist primary agencies in preparing and maintaining SOPs and will provide support for ESF operations. Primary agencies will coordinate directly with their functional counterpart at the local level and work with support agencies to provide assistance.

DEPARTMENT OF HUMAN SERVICES
PRIMARY ESF RESPONSIBILITIES
ESF # 6-Mass Care
SUPPORT ESF RESPONSIBILITIES
ESF # 5-Information and Planning ESF # 7-Resource Support ESF # 11-Food & Water ESF # 12-Energy ESF # 15-Public Information

1.5.2 Department of Human Services

1.5.2.1 Department of Human Services Structure

The Utah Department of Human Services (DHS) provides direct and contracted services to the state's most vulnerable children, families and adults. The Office of the Executive Director oversees services provided through the following divisions:

Division of Aging and Adult Services (DAAS)

- Offers various home and community-based services to individuals, 60 years of age and older, to allow them to remain independent
- Investigates abuse, neglect and exploitation of the elderly and vulnerable adults.

Division of Child and Family Services (DCFS)

- Investigates child abuse and neglect
- Provides home-based services to children who are potentially at risk of abuse and neglect and their families
- Provides short-term, culturally responsive foster care, kinship, and residential placements and services to a child and/or family when the child has been removed from their home
- Seeks to provide an adoptive home for every legally free child in DCFS custody as well as for children in DCFS custody where adoption has been determined to be the most appropriate goal
- Offers domestic violence services including sheltering, crisis intervention, and parent education.

Division of Juvenile Justice Services (JJS)

- Intervenes, supervises, and rehabilitates juvenile offenders
- Offers 24-hour crisis counseling to runaway, homeless, and/or ungovernable youth and their families
- Provides early intervention, community based, and secure care programs.

Division of Services for People with Disabilities (DSPD)

- Provides long-term services to people with disabilities
- Offers parenting help, job training, job coaching, life skills training, and case management
- Operates the Utah State Developmental Center (USDC), a 24-hour residential facility for people with developmental disabilities.

Division of Substance Abuse and Mental Health (DSAMH)

- Ensures substance abuse and mental health prevention and treatment services are available statewide
- Monitors outpatient and residential treatment programs
- Provides inpatient care, at Utah State Hospital (USH), for persons with severe mental illness.

Office of Licensing (OL)

- Licenses and monitors services such as adult day care, foster care, adoption agencies, therapeutic schools, domestic violence shelters. and youth treatment programs
- Conducts initial and annual background screening of licensed facilities or individuals who have direct access to children or vulnerable adults.

Office of Public Guardian (OPG)

- Offers information, referral, and educational services related to guardianship
- Conducts assessments and petitions courts for guardianship

- Acts as the guardian or conservator to incapacitated adults who have no one else to help them.

Office of Recovery Services (ORS)

- Establishes paternity, child support, and medical support for individuals receiving DHS services
- Collects child support and medical support from parents for children in state care
- Provides parent location services and collects support/payment for children in state care
- Ensures reimbursement for Medicaid costs incurred by children receiving child support or in state care.

Support units include:

- Fiscal Operations
- Administrative Support
- Human Resources

1.5.2.2 Department of Human Services Emergency Management Structure

As outlined in the Department of Human Services Business Continuity Plan, responsibility for emergency operations conducted by DHS lies with the Executive Director of the department. The Executive Director has developed a Department of Human Services Emergency Organization (EMO), which will support department operations following an emergency.

The EMO is designed to provide the infrastructure necessary to respond to, and recover from, any interruption affecting DHS. The primary duties of the EMO are to:

- Ensure that the capability to recover from any interruption exists.
- Manage recovery activities to protect DHS assets until normal operations resume.
- Support the decision-making process with expertise and information, including recommendations for the partial or full mobilization of the EMO.
- Accomplish rapid and efficient recovery of functions and operations critical to maintaining customer service and business operations.
- Conduct streamlined reporting of recovery progress from the Recovery Team to the BAS Director or Emergency Response Coordinator and to the Executive Director's Office.
- Support and communicate with customers, business partners, vendors, and employees.

1.5.2.3 Crisis Management Team

The Crisis Management Team is comprised of the department's initial command and control staff. The Crisis Management Team will:

- Coordinate activities with the State Division of Emergency Management as necessary to meet requirements of the State Emergency Operations Plan
- Approve an Escalation Level based on assessments and reports by team leaders
- Oversee and direct the actions of the Emergency Management Organization
- Receive up-to-date status information concerning the recovery effort
- Make recovery decisions on behalf of DHS
- Approve, compile, and distribute information to DHS employees, customers and the public
- Authorize expenditures of unbudgeted funds.

1.5.3 Division of Child and Family Services

1.5.3.1 DCFS Organizational Structure

In Utah, the child welfare system is state administered. DCFS is the lead child welfare agency and provides services throughout the State of Utah. The division is responsible for agency planning (including development of the Emergency Response and Recovery Plan), legislative matters, implementation and coordination of federally funded programs, policy development, information system development and maintenance, as well as overall management of division programs and services.

DCFS State Office Administration
195 North 1950 West-First Floor
Salt Lake City, UT 84116
Phone: (801) 538-4100
Fax: (801) 538-3993

The office of the Division Director is the located in the State Office. Two administrative teams coordinate activities and make policy decisions that guide agency programs and services (see DCFS Organizational Chart). The first group, the DCFS State Office Administrative Team, meets weekly and is comprised of the Director, two Deputy Directors, Finance Director, SAFE, Evaluation, and Research Director, Director of Professional Development, Director of Out-of-Home Programs and Practice Improvement, Director of In-home Programs, Director of Special Projects, Federal Revenue Manager, Data Project Manager/Analyst Supervisor, Data Unit/Help Desk Manager, as well as the Contract and Audit Managers. This body has primary responsibility for overseeing state office operations including planning, budgeting, and communications.

The second group—the State Leadership Team (SLT) consisting of the DCFS State Office Administrative Team and the five Region Directors—meets once per month and is responsible for coordinating statewide operations.

Agency staff members, in local DCFS State and Region Offices throughout five geographically defined regions, deliver services statewide to children and families. A Region Director manages each region and has delegated authority to deploy resources, form inter-agency partnerships, and make personnel decisions. DCFS personnel:

- Investigate child abuse and neglect
- Provide home-based services to children who are potentially at risk of abuse and neglect and their families
- Provide short-term, culturally responsive foster care, kinship, and residential placements and services to a child and/or family when the child has been removed from their home
- Seek to provide an adoptive home legally free children in DCFS custody as well as for children in DCFS custody where adoption has been determined to be the appropriate goal
- Support domestic violence services including sheltering, crisis intervention, and parent education.

The division also contracts with private or non-profit providers that offer a number of support services in accordance with requirements of federal law. DCFS maintains the SAFE Management Information System (its SACWIS database) that tracks client identifying information as well as services delivered to children and families.

1.5.3.2 Plan Maintenance

It is the responsibility of the Division Director to assure that the Emergency Response and Recovery Plan is reviewed and updated yearly. The Division Director has designated a Deputy Director *****as the person responsible for developing or revising this plan, for submitting the plan for approval, and for coordinating with the Federal Operations Director to distribute the plan to local, state, and federal partners.

1.5.3.3 DCFS Mission Essential Services

DCFS has prioritized services to be provided during an emergency into three levels. The DCFS Division Director will implement mission essential services, in order, based on the size, scope, and duration of the emergency as well as the availability and capability of staff to provide services.

The Division Director will implement Level I mission essential services following all emergencies regardless of size, scope, or duration. The Division Director has the ability and responsibility to implement Level II and Level III mission essential services if the size of the emergency permits or when all Level I (or subsequently all Level II) mission essential services are being adequately provided.

Implementation of DCFS Mission Essential Services	
Level I	• Investigation and intake of children involved in Priority 1, 1R, and 2 CPS referrals or reports • Location, tracking, and provision of care for children in custody and the person(s) responsible for those children
Level II	• Emergency response (including CPS intake & investigation) to unattended/separated/orphaned children • Location and/or operation of DCFS operated or contracted shelters
Level III	• Investigation and intake of children involved in Priority 3 CPS referrals or reports • Provision of crisis emergency services to families receiving in-home services, to the extent resources are available • Payments to contracted providers • Provision of effective internal and external communications with providers • Coordination of trauma counseling clinical services for staff as well as children and families receiving DCFS services

At the discretion of the Division Director, all programs, services, or activities determined not "mission essential" may be deferred during emergency operations.

1.5.3.4 DCFS Emergency Management Structure

Responsibility for DCFS emergency operations lays with the Division Director or his/her designee. The Division Director has established the DCFS State Office Emergency Management Structure to support emergency operations. At the discretion of the Division Director and the State Office Emergency Operations Coordinator, responsibilities may be consolidated during smaller emergencies. For most emergencies the State Office Emergency Management Team will consist of the Division Director, State Office Emergency Operations Coordinator, State Office Fiscal Operations Coordinator, State Office Service Delivery Coordinator, Statewide Data

Support Coordinator, Statewide Constituent Services Manager, DHS Public Information Officer, and one or more liaisons.

The Director has also established the following Region Office Emergency Management Structure to support emergency operations following an emergency. Responsibilities may be consolidated during smaller emergencies. For most emergencies the Region Emergency Management Team will consist of the Region Director, Region Emergency Operations Coordinator, Region Fiscal Operations Coordinator, Region Service Delivery Coordinator, DHS Public Information Officer (or his/her designee), and one or more liaisons.

1.5.3.5 Continuity of Operations

While emergency operations may affect one or more regions, normal business operations will be maintained in other regions unaffected by the emergency. In larger emergencies, where a region or regions are not able to conduct normal daily activities, the Division Director or his/her designee may, at his/her discretion, transfer the affected region's normal activities to another region, (or to staff in the State Office who are not directly supporting emergency operations.

It is expected that DCFS State Office staff not involved in support of emergency operations will be available to support normal business operations. It will be the joint responsibility of the Division Director, State Office Emergency Operations Coordinator, and State Office Staffing Coordinator to determine which staff will be assigned to support emergency operations as well as those that will continue to perform their normal daily activities. During an emergency, the Division Director or his/her designee will continue to oversee activities of State Office staff as they provide non-emergency business related support to regions, other state entities, providers, and other state and local partners.

1.6 Concept of Operations

1.6.1 Emergency Response Classification

DHS has identified three priority timeframes by which emergency responses[1] will be classified. An Escalation 1 response is expected to last less than 24 hours; an Escalation 2 response is expected to last between 25-72 hours, and an Escalation 3 response is expected to last more than 72 hours.

DCFS not only uses these priority timeframes to classify emergencies to which it responds but classifies each emergency by the size and location of the geographic area affected, as well as by the number of casualties and evacuees involved. Classifications include:

Minor Emergency: Any emergency that affects only one office within a region and is likely to be within the response capabilities of city or county government entities.

Major Emergency: Any emergency that affects two offices within a region (or adjoining offices within two regions) with a common boundary or that will likely exceed local capabilities and require some state assistance.

[1] Note: Escalation timeframes are based on the length of the initial response not on the amount of time it takes for all families to recover. Generally a response is measured by the time it takes for a family to evacuate their home and either return to that same home or relocate to a new permanent or temporary living environment.

Large Emergency: Any emergency that affects an entire region or multiple regions that exceeds local or county response and recovery capabilities, and requires extensive state (or possibly federal) assistance to adequately respond and recover.

Catastrophic Emergency: Any emergency that affects an entire region or multiple regions that exceeds local or county response and recovery capabilities, that requires extensive state and federal assistance to recover, and where there are significant injuries, casualties, and/or large numbers of evacuees.

Emergency Response Classification										
	Escalation 1			Escalation 2			Escalation 3			
	Small	Med.	Large	Small	Med.	Large	Small	Med.	Large	Catastrophic
Classification	E-1-S	E-1-M	E-1-L	E-2-S	E-2-M	E-2-L	E-3-S	E-3-M	E-3-L	E-3-C
Examples	Single Home Fire or Gas/Water Main Break	Multiple Family Fire	Not Likely	2007 Neola Morris Fire	2010 Herriman "Machine Gun Fire" Evacuation 1999 Salt Lake Tornado	Statewide Power Outage	2009 Mill Flat Fire	2005 SW Utah Flooding 1989 DMAD Dam Break	1983 Statewide Flooding and Landslides	Possible 7.0 or Larger Earthquake

1.6.2 Command and Control

1.6.2.1 Primary

In all instances and regardless of the Emergency Response Classification or location of the emergency, the Governor has primary responsibility for, and will maintain command and control over, all state government emergency operations. The Governor has delegated the responsibility for DHS emergency operations to the Executive Director. The Executive Director has delegated the responsibility for DCFS emergency operations to the DCFS Division Director.

1.6.2.2 Secondary

If the DCFS Division Director or their alternates are incapable of responding following an emergency, the primary and alternate State Office Emergency Operations Headquarters are unusable, and the Tertiary Emergency Operations Headquarters in Richfield is opened, the Southwest Region Director will act in place of the DCFS Division Director and will utilize the State Office Emergency Management Structure to mount an emergency response from the Cedar City or Richfield office.

1.6.3 Notification and Activation

1.6.3.1 Notification

The Division Director is the sole individual responsible for approving DCFS emergency operation activities and may be notified of an emergency by a number of individuals including:

- Region Directors
- Division staff
- Local emergency response organizations or Emergency Operations Centers
- The DHS Emergency Operations Center

- The State Emergency Operations Center
- Local or state media

The Division Director may be contacted by a number of means including:

- Business telephone
- Cell Phone
- Home Phone
- E-mail
- 800 MHz Radio (Channel 1)

The division has thirty-six 800 MHz radios available for use during an emergency. One is held by the Division Director. Each Region Director has a radio in their possession. All other radios have been located in Region offices (see Radio Users and Call Signs).

If unable to contact the Division Director via telephone or radio, regions or offices within regions may notify the DHS Crisis Management Team by calling (801) 538-4250 or the State EOC by contacting their local emergency management office or EOC.

1.6.3.2 Activation

The activation protocol is the same regardless of the Emergency Response Classification. Whenever notified the Division Director will:

- ☐ Attempt to make contact with the Region Director in the affected region
- ☐ Approve or revise the suggested Region Emergency Management Structure recommended by the Region Director
- ☐ Locate and establish the DCFS State Office Emergency Operations Headquarters
- ☐ Determine the DCFS State Office Emergency Management Structure to be utilized and contact the State Office Emergency Operations Coordinator
- ☐ Contact the DHS Executive Director and provide a status report
- ☐ Contact the DHS Public Information Officer and provide a status report

In all instances the Region Director (or his/her designee) and/or Office Managers within regions will self-activate. Regions will:

- ☐ Make contact with local emergency responders, the local EOC, or Incident Command Center
- ☐ Obtain an approximation of how many families are affected by the emergency
- ☐ Obtain an approximation of how many families have been evacuated because of the emergency
- ☐ Use data systems to locate children and families served by the division that are both located within the affected area and/or that may have evacuated
- ☐ Establish an Emergency Operations Headquarters at the Region Office or alternate site identified
- ☐ Determine the Region Emergency Management Structure to be utilized
- ☐ Contact the Division Director (801) 538-4100 or the DHS Emergency Operations Center (801) 583-4250 and provide a status report using the Status Report Form.

When all normal communication channels are unavailable the Division Director will work with the DHS Crisis Management Team and the State EOC to communicate using non-traditional forms of communication such as using short-wave radio, emergency broadcasts, local radio, or other media.

1.6.4 Location of Emergency Operations Headquarters (Updated 4/11/19)

Determining if DCFS offices or other facilities are safe to occupy and capable of supporting emergency response activities is discussed in the Facilities section below.

Region	Primary	Secondary	Tertiary
DCFS State Office	MASOB 195 North 1950 West Salt Lake City, UT 84116 Phone: (801) 538-4100 Fax: (801) 538-3993	Salt Lake Valley Region Administration 10008 S Creek Run Way Sandy, UT Phone:(801) 253-5720	Richfield Region Office 201 East 500 North Richfield, UT Phone (435) 896-1250 Fax (435) 896-1260
Intake	Salt Lake Valley Region Administration 10008 S Creek Run Way Sandy, UT 84070 Phone:(855) 323-3237		
Eastern	Blanding Office 522 North 100 East Blanding, UT 84511-2707 Phone:(435) 678-1491 Fax: (435) 678-1472	DCFS office in the city or county where the emergency occurs	Castle Dale Office 1060 North Desbee Dove Road P.O. Box 878 Castle Dale, UT 84513 Phone:(435) 381-4730 Fax: (435) 381-4734
Northern	Northern Region Administration 950 East 25th Street, Suite C Ogden, UT 84401-2626 Phone:(801) 629-5800 Fax:(801) 393-4368	DCFS office in the city or county where the emergency occurs	Clearfield Office 1350 East 1450 South Clearfield, UT 84015-1611 Phone:(801) 776-7300 Fax:(801) 776-7383
Salt Lake Valley	Salt Lake Valley Region Administration 10008 S Creek Run Way Sandy, UT 84070 Phone:(801) 253-5720	DCFS office in the city or county where the emergency occurs	Metro Office 1385 South State Salt Lake City, UT 84115 Phone:(801) 488-2640
Southwest	Southwest Region Administration 106 North 100 East Cedar City, UT 84720-2608 Phone:(435) 865-5600 Fax:(435) 865-5666	DCFS office in the city or county where the emergency occurs	Festival Hall 105 North 100 East, Cedar City Phone: 435-865-4559.
Western	Provo Region Center 150 E Ctr. St. Ste 5100 Provo, UT 84606 Phone: (801) 374-7005 Fax: (801) 374-7822	DCFS office in the city or county where the emergency occurs	Orem DHS Office 97 E. Center Street Orem, UT 84057

1.6.5 Emergency Operations Management

1.6.5.1 Responsibilities of the Division Director

During an emergency, the Division Director reports directly to the Executive Director of the Department of Human Services and is a member of the DHS Crisis Management Team. The Division Director supervises response and recovery activities performed by the State Office Emergency Operations Coordinator and Region Director(s).

Following an event the Division Director will:

- Attempt to make contact with the Region Director in the affected region
- Approve or revise the Region Emergency Management Structure recommended by the Region Director
- Contact the State Office Emergency Operations Coordinator and jointly determine the State Office Emergency Management Structure to be utilized
- Contact the Department of Human Services Executive Director and provide a status report
- Contact the Department of Human Services Public Information Officer and provide a status report.

During emergency operations the Division Director will:

- Liaison with DHS Crisis Management/Continuity Team and provide status reports
- Liaison with state legislators and stakeholders as necessary
- Oversee and control normal business operations.

As emergency operations transition back to normal business operations the Division Director will:

- Identify when and how the division will return to normal operations and write and distribute a Transition Plan
- Provide a consolidated After Action Report to the DHS Crisis Management Team and DHS Executive Director.

1.6.5.2 Responsibilities of the Region Director

During an emergency the Region Director reports to the Division Director and supervises emergency response and recovery activities performed by the Region Emergency Response Coordinator

Following an event the Region Director will

- Attempt to make contact with the DCFS Division Director and provide a status report
- Activate the Region Emergency Operations Coordinator and provide a status report
- Determine the Region Offices Emergency Management Structure to be utilized and obtain the Division Director's approval of that structure
- Identify the location of the Region Office Emergency Operations Headquarters
- Make contact with DHS Public Information Officer and provide a status report.

During emergency operations the Region Director will:

- Liaison with local and county government officials as well as state legislators or officials visiting the affected area
- Assess damage to paper documents/case files and appoint a Region Record Salvage Response Team to mitigate damage
- Oversee and control normal business operations.

As emergency operations transition back to normal business operations the Region Director will:

- Identify when and how the region will return to normal operations and write and distribute (to the Division Director) a Transition Plan.
- Distribute blank copies of the After Action Report to emergency response staff and compile completed summaries into a single document to be distributed to the Division Director.

1.6.5.3 State Office Emergency Operations Management

The State Office Emergency Operations Coordinator reports directly to the Division Director and is responsible for managing all activated functions within the State Office Emergency Operations Headquarters. That person is also responsible for supporting Region Emergency Response Coordinators and coordinating activities when more than one region has activated their EOCs.

In addition, the State Office Emergency Operations Coordinator is responsible for working with Coordinators to identify resources needed, for determining if those resources can be supplied and are potentially reimbursable by other state or federal agencies (including FEMA), and will consult with the Emergency Management Business Continuity Coordinator on the DHS Crisis Management Team before submitting requests for resources to those agencies.

The State Office Emergency Operations Coordinator may act as the liaison to the DHS Crisis Management team if the Division Director or his/her alternate is not available to attend.

1.6.5.4 Region Emergency Operations Management

The Region Emergency Response Coordinator reports directly to the Region Director and is part of the emergency management decision-making structure within the region. That structure also includes the Region Director, Division Director and the State Office Emergency Operations Coordinator.

The Region Emergency Response Coordinator is responsible for managing all activated functions within the Region Emergency Operations Headquarters and for overseeing all emergency response activities conducted by functional coordinators. The Region Emergency Response Coordinator is also responsible for coordinating emergency response activities with offices within the region.

1.6.5.5 Recording Emergency Related Activities

The State Office Recorder and Region Office Recorder will report to the State Office or Region Emergency Response Coordinator and will be responsible for documenting important activities and recording communications received in either the State Office or Region Office Emergency Operations Headquarters. The State Office Recorder will be responsible for compiling information and distributing a daily situation report (SitRep) to the DHS Crisis Management Team, State Office Emergency Management Coordinators and/or Region Emergency Management Coordinators and has the responsibility to track and communicate to the Emergency Operations Coordinator problems or concerns that have not been resolved as well as critical activities that have not yet been accomplished.

1.6.6 Staffing

1.6.6.1 Preparedness

All DCFS staff are encouraged to develop a family emergency plan (http://www.ready.gov/sites/default/files/documents/files/PrinterFriendly_America.pdf) that addresses:

- How the family will escape from their home
- Where the family will evacuate to
- How the family will communicate
- How to safely shut-off utilities
- Safekeeping of insurance and vital records
- Family members special needs
- How the family will care for pets and livestock

In addition the plan needs to identify how the staff member's family will function if the staff member is required to work extended hours, is reassigned to another location, or due to infrastructure or travel restrictions, is unable to reach home.

Likewise, staff and their families are encouraged to prepare an emergency kit for their home, office, or automobile and are asked to consider special medication and health concerns as they assemble the kit.

1.6.6.2 Contacting Staff Following an Emergency

The Division Director is responsible for developing and initiating efforts to contact State Office staff following an emergency. Similarly, Region Directors are responsible for developing and initiating efforts to contact Region Administrative Headquarters and Region Office staff following an emergency.

In the State Office the Division Director has delegated the responsibility for contacting all State Office staff to the State Office Staffing Coordinator.
Region Directors utilize a number of different systems to contact staff in their regions. One uses a "call-tree" system where supervisors are responsible for contacting and reporting on the welfare of all staff they immediately supervise. Another uses a "reverse call tree" system where staff are responsible for calling their supervisors. And a third utilizes a "circular call tree" system where one staff member is responsible for calling another staff member on a list of all staff within the region, or within a Region Office.

The Region Director will determine the means to be used to locate and evaluate the status of staff members that cannot be contacted. The Region Director, in coordination with the Region Staffing Coordinator will assure that the names of all staff that have not been accounted for are relayed to the State Office Staffing Coordinator.

1.6.6.3 Staff Evacuating from the Affected Area

In the event that a catastrophic event affects the State Office Building, its alternate and/or the Salt Lake Valley Region, staff members evacuating or that have evacuated from the affected area should contact the Southwest Region Staff Location and Tracking Manager, should advise the Southwest Region Staff Tracking and Location Manager of their location, and should provide addresses, telephone numbers, or e-mail addresses, which the region can use to contact the employee.

In the event of a catastrophic event that has not affected the State Office and/or the Salt Lake Valley Region, staff evacuated or evacuating from the affected area will be responsible for contacting the State Office Staff Location and Tracking Manager, will advise staff of their location, and provide addresses, telephone numbers, or e-mail addresses that the State Office can use to contact the employee.

Primary: Nicole Redingtion
(801) 538-8284

Alternate: Jana Redington
(801) 538-9801

In either instance, the Southwest Region Office Staff Location and Tracking Manager or State Office Staff Location and Tracking Manager should use the Staff Location and Tracking Log to track employees.

At the Region Director's or Division Director's discretion, employees available for work, who are not assigned emergency operations responsibilities, and whose offices are closed due to damage caused by an emergency may be reassigned to work in the DCFS office in closest proximity to where they were working at the time of the emergency.

When employees evacuate, The Southwest Region Office Staff Location and Tracking Manager or State Office Staff Location and Tracking Manager will communicate with their Human Resources (HR) Associate to determine if any Human Resource Policies or Procedures affect the employee's employment, benefits, or work status.

1.6.6.4 Contacting Family if the Staff Member is at Work

Staff should attempt to contact family members by e-mail or telephone immediately following an event to check on their health and wellbeing. If contact by telephone is not possible, and at the discretion of the Division Director or Region Director, staff may be released for a short period of time to travel to their residence or pre-designated evacuation site. **Staff should not assume they will be released from duty immediately following an emergency.**

In any case where a staff member and their family need to evacuate the area they should contact the designated Staff Location and Tracking Manager (see section 1.6.6.2).

1.6.6.5 State Office Staffing

The State Office Staffing Coordinator reports directly to the State Office Emergency Operations Coordinator and manages activities of the Statewide Health and Mental Health Support Manager as well as the State Office Staff Location and Tracking Manager.

This individual will be responsible for coordinating the staffing needs of the State Office Emergency Operations

Headquarters with those that support normal daily business activities. The position will assist the State Office Emergency Operations Coordinator in staffing essential State Office Emergency Operations Headquarters

positions, will rotate staff in and out of those positions to avoid worker burnout, and will support staffing activities performed by Region Staffing Coordinators.

The State Office Staffing Coordinator will be responsible for approving the movement of staff from one region to another should outside support of emergency response activities be required. That person will also be responsible for approving and processing travel authorizations and travel reimbursement requests.

1.6.6.6 Staff/Client Health and Mental Health

To best meet both the mental health and medical needs of staff, at the discretion of the Division Director and/or the State Office Emergency Operations Coordinator, the Statewide Health and Mental Health Support Manager position may be staffed by two individuals, one with a mental health background and another with a medical background.

The position reports directly to the State Office Staffing Coordinator and will be responsible for evaluating the health and wellbeing status of employees involved in disaster operations. This position provides support statewide, which in a catastrophic disaster may require that person to travel between the State Office and the affected region.

The Statewide Health and Mental Health Support Manager has the responsibility to report to the Region Staffing Coordinator and/or State Office Staffing Coordinator any individual experiencing medical or emotional problems and for making a recommendation regarding the reassignment of that individual to another emergency related function or back to normal daily duties.

Should disagreements between staff occur, the Statewide Health and Mental Health Support Manager will identify Peer Support Staff to assist (or will personally assist) in conflict resolution and, as staff depart from an emergency assignment, will be responsible for identifying Peer Support Staff to conduct (or will personally conduct) either individual or group staff debriefings.

Julie Carter
Manti Office
Office: (435) 835-0786
Cell: (435) 340-1040

Alternate:
Jennifer Gates
Office: (435) 835-0784

This position will collaborate closely with the State Office and Region Service Delivery Coordinator to assess the Health and Mental Health needs of children in custody, the person(s) responsible for those children, or families receiving in-home services, and will recommend solutions that will help meet the needs of those clients.

While the State of Utah does not make provisions for disaster leave for staff that have served in an emergency related support capacity, after emergency operations have ceased and staff have transitioned back to their normal daily activities, the Division Director will evaluate the need for personal leave on an individual basis.

Likewise, if following an emergency employees experience readjustment difficulties or have post-deployment emotional issues, they may contact the Statewide Health and Mental Health Support Manager, can take

advantage of Employee Assistance Program resources, or are encouraged to contact their health insurer to determine if other resources are available.

1.6.6.7 Region Office Staffing

The Region Staffing Coordinator reports directly to the Region Emergency Operations Coordinator and manages activities of the Region Volunteer Manager (and in the Southwest Region for the Southwest Region Staff Location and Tracking Manager).

This individual will be responsible for coordinating the staffing needs of the Region Emergency Operations Headquarters with those that support normal daily business activities. The position will assist the Region Emergency Operations Coordinator in staffing essential Region Emergency Operations Headquarters positions, and will rotate staff in and out of those positions to avoid worker burnout.

The Region Staffing Coordinator will work closely with the Statewide Health and Mental Health Support Manager to identify individuals experiencing medical or emotional problems and for making a recommendation regarding the reassignment of those individuals to another emergency related function or back to normal daily duties. That person will also be responsible for obtaining travel authorizations and travel reimbursement requests from staff serving from outside of the region and for forwarding those documents to the State Office Staffing Coordinator for processing.

1.6.6.8 Recruitment of Additional Staff

The State Office Staffing Coordinator and Region Staffing Coordinator will coordinate with the Statewide Data Support Coordinator to monitor workloads and caseloads of staff providing services. In the case where additional staff are needed, the Region Staffing Coordinator will notify the State Office Staffing Coordinator who will communicate the need to the State Office Emergency Operations Coordinator and the Division Director. After conferring with the DHS Crisis Management Team and the Executive Director, the State Office Emergency Operations Coordinator or the Division Director may authorize the recruitment of additional staff[2].

The State Office Staffing Coordinator may utilize any of the following as volunteers or paid staff when available:

- Region staff in the affected area not providing mission essential services
- Staff from another region unaffected by the emergency
- Former staff
- Foster Parents (on whom background screenings have been completed)
- Staff from partner agencies
- Volunteers unaffiliated with an organization
- Staff employed by other departments or divisions.

The State Office Staffing Coordinator will need to develop a process for identifying and providing badges to essential personnel, will verify new staff members credentials as necessary, and will assure that all new staff receive training and background checks as appropriate.

[2] Recruitment of new paid staff may require the approval of the Division of Human Resources Management (DHRM). Additionally, DHRM may require that all job opportunities be posted on the DHRM career opportunities website.

1.6.6.9 Volunteer Management

Tools used to register and track volunteers can be found at Volunteer Resources.

The Region Volunteer Manager reports directly to the Region Staffing Coordinator and is responsible for processing requests for volunteers, recruiting volunteers, tracking volunteer activities, coordinating volunteer applications with local Emergency Operations Centers and other volunteer organizations, as well as for recognizing volunteers for the support they provide.

The Region Volunteer Manager will implement the process for identifying and providing badges to essential personnel, will verify a volunteer's education and credentials as necessary, and will assure that all volunteers receive training and background checks as appropriate.

1.6.6.10 Background Screening Requirements

It is recommended that all DCFS staff or volunteers supporting emergency operations have a current background screening on file or successfully pass a background check before providing services. All emergency response staff providing direct services to children **must** have passed a background screening before providing services. At the discretion of the DHS Executive Director or Division Director, background screening requirements may be waived for emergency response staff or volunteers placed in positions that do not provide direct services to children or families

1.6.7 Fiscal Operations

1.6.7.1 State Office Fiscal Operations

The State Office Fiscal Operations Coordinator reports directly to the State Office Emergency Operations Coordinator and indirectly to the DHS Crisis Management Continuity Team's Fiscal Operations Representative. That person manages the daily activities of the Budget, Accounting, and Payroll Manager, State Office Resource Manager, and State Office Communications Manager.

The State Office Fiscal Operations Coordinator is responsible for setting emergency fiscal policies and procedures and distributing those policies and procedures to the Region Fiscal Operations Coordinator and other staff as necessary.
The DCFS budget does not include general revenue funding for disaster related services. Emergency related staffing, resource, and service costs would need to be obtained by procuring:

- Additional state funding
- Funding through FEMA public assistance or other grants
- Funding through Health and Human Services (HHS)
- Local donations or foundation grants

The State Office Fiscal Operations Coordinator is responsible for coordinating fiscal operations including, implementing fiscal controls, tracking emergency operations related income and expenditures, and reporting on fiscal operations. That person will be responsible for identifying needed physical resources and passing requests to the State Office Emergency Operations Coordinator who will consult with the Emergency Management Business Continuity Coordinator on the DHS Crisis Management Team before submitting requests for resources to other state or federal agencies (including FEMA).

The State Office Fiscal Operations Coordinator is responsible for developing and implementing a financial tracking system that will allow the division to track expenditures for emergency operations separately from normal daily business operations. That person will also be responsible for working with the Financial Operations Representative on the DHS Crisis Management Team to request reimbursement of costs for the delivery of emergency services from state or federal agencies (including FEMA).

1.6.7.2 Region Fiscal Operations

The Region Fiscal Operations Coordinator reports directly to the Region Emergency Operations Coordinator and manages activities performed by the Donations Manager, Region Communications Manager, and the Region Resource Manager. This individual is responsible for coordinating fiscal operations including, implementing fiscal controls, tracking emergency operations related income and expenditures, assuring employees receive their paychecks, and reporting on fiscal operations. That person will be responsible for implementing, on a Region level, the financial tracking system recommended by the State Office Fiscal Operations Coordinator, which will allow the division to track expenditures for emergency operations separately from normal daily business operations.

1.6.7.3 Budgeting, Accounting, and Payroll

The Statewide, Budgeting, Accounting and Payroll Manager reports directly to the State Office Fiscal Operations Coordinator. That person forecasts emergency operations related costs, coordinates emergency response related payments to vendors and providers, as well as develops and distributes financial reports that track emergency operations related income and expenditures. That person also facilitates the timely issuance of payroll to employees and processes travel advances and reimbursements issued to employees.

Since, during a presidentially declared emergency, costs for some goods and services may be reimbursable by FEMA as listed in Sections 401, 426, and 502 of the Stafford Act (http://www.fema.gov/pdf/about/stafford_act.pdf), the Statewide, Budgeting, Accounting and Payroll Manager will be responsible for tracking all emergency related expenditures separately from normal daily expenditures.

1.6.7.4 Resource Management- Procurement, Distribution, Maintenance, Repair, and Replacement of Supplies and Equipment

Supplies and Physical Resources available to support emergency operations can be located at Resources.

The State Office Resource Manager[3] reports to the State Office Fiscal Operations Coordinator and is responsible for all procurement, resource distribution, repair and replacement of supplies and physical resources needed to support DCFS State Office emergency operations, and will coordinate the purchase, distribution, repair, or replacement of equipment and supplies with the DHS Crisis Management Team.

The State Office Resource Manager is also responsible for working with the Statewide, Budgeting, Accounting and Payroll Manager to assure funds are available to support the purchase, maintenance, or replacement of supplies and physical resources, as well as for tracking the use and location of resources available to emergency operations.

[3] Note: In a catastrophic disaster this position may need to be split into three functions "Supplies and Equipment," "Transportation," and "Facilities."

The Region Resource Manager reports directly to the Region Fiscal Operations Coordinator and will be responsible for identifying equipment or supplies that need to be purchased, repaired, or replaced, will seek authorization for purchase, repair, or replacement of supplies or equipment from the Region Fiscal Operations Coordinator, and will forward requests to State Office Resource Manager who will obtain necessary approvals, locate items, and either purchase equipment or supplies or provide authorization for the Region Fiscal Operations Coordinator to purchase equipment or supplies locally.

1.6.7.5 Resource Management-Transportation

The State Office Resource Manager and Region Resource Manager are responsible for following all Department of Administrative Services policies, procedures and guidelines that pertain to use of fleet vehicles as outlined at http://www.fleet.utah.gov/.

Should emergency response staff need transportation to or from an affected area, they should contact the State Office Resource Manager. That individual will coordinate the use of State owned vehicles with the DHS Bureau of Administrative Services Transportation Office. The State Office Resource Manager will keep a log of all state owned vehicles being used by DCFS staff, including their destination, the time the vehicle was checked-out, and the time and date the vehicle was checked in.

Should rental vehicles be required to support emergency operations, the Region Resource Manager will request authorization for rental of vehicles from the Region Fiscal Operations Coordinator and request rental of vehicles from the State Office Resource Manager. That manager will coordinate rental of vehicles with the DHS Crisis Management Team. Enterprise Rental is the only approved provider of rental vehicles (see http://fleet.utah.gov/dailypool).
In all cases where rental vehicles are needed, approval of the Division Director and DHS Crisis Management Team should be obtained. Regions can accomplish this by forwarding the request to the State Office Resource Manager who will obtain the approval of the Division Director and pass to the request to the Administrative Support Representative on the DHS Emergency Management/Continuity Team (or to the DHS Bureau of Administrative Services http://bas.utah.gov/services/motor-pool/).

State Office or Region Emergency Coordinators have the ability to authorize staff use of their personally owned vehicles as they travel to and from affected areas or service delivery sites. In this case, the supervisor of the individual driving their personal vehicle is responsible for tracking use of POVs and is responsible for assuring that:

- The driver has a current, valid driver license
- The driver has a clean driving record

The supervisor is also responsible for assuring that the individual's automobile:

- Is in good working condition
- Has been inspected
- Is insured for at least the minimum allowable liability insurance coverage

DCFS does not provide primary automobile liability or personal injury protection coverage for personal vehicles driven by its employees, volunteers, or others on division business.

In all instances, DHS and DCFS transportation policies and procedures (DHS Policy and Procedure 1-12 http://www.hspolicy.utah.gov/, DCFS Practice Guideline 303.12 http://www.hspolicy.utah.gov/dcfs/pdf/300.pdf

and Department of Administrative Services http://das.utah.gov/component/content/article/21-policies-and-procedures/16-commute-use.html will be followed when operating a motor vehicle while on state business.[4]

1.6.7.6 Resource Management-Computer Equipment

If an event affects any data management equipment or systems in either the State Office or region, the Department of Technology (DTS) is responsible for repairing or replacing that equipment or software. The State Office Resource Manager and Region Resource Manager should contact DTS staff located in the State Office or regions (or contact DTS at 801-538-3440) to request assistance with repair or replacement of computer equipment. State Office Resource Manager's and Region Resource Manager's will report requests for assistance on their daily reports to their Fiscal Operations Coordinator.

1.6.7.7 Resource Management-Office Supplies

The State Office Resource Manager and Region Resource Manager will inventory office supplies and other material resources present in their buildings and will utilize those supplies before requesting authorization to purchase additional supplies. If additional supplies are required, The State Office Resource Manager and Region Resource Manager will forward a requisition for those supplies to their Fiscal Operations Coordinator who will coordinate the authorization to purchase supplies with their Emergency Operations Coordinator and the Statewide, Budgeting, Accounting and Payroll Manager. Upon approval, the Resource Manager will purchase those supplies and log them in for use. In all instances, the State Office Resource Manager and Region Resource Manager will be responsible for periodic inventory and daily tracking of the use of supplies.

1.6.7.8 Resource Management-Care and Comfort of Employees

When emergency operations will not allow Emergency Operations Headquarters staff to leave their posts the Region Resource Manager or State Office Resource Manager will be responsible for obtaining water, snacks, and meals.

The State Office Resource Manager will work with the DHS Crisis Management Team to coordinate the delivery of Meals Ready to Eat (MREs), or other supplies in stock, to State Office staff. If those meals have been used or are not available, the State Office Resource Manager will seek assistance through Mass Care operations provided by community organizations, or the State EOC. When meals, snacks, or water need to be purchased or obtained

[4] Any employee driving a state vehicle or driving on Division business must observe all safety, traffic, and criminal laws of this state. No driver may consume alcohol or illegal drugs while driving a state or private vehicle while on Division business, while in a state vehicle, or prior to the employee's shift if such consumption would result in a detectable amount of alcohol or illegal drugs being present in the employee's system while on duty. In addition, no driver may consume or use any substance, regardless of legality or prescription status, if by so doing, the driver's ability to safely operate a motor vehicle and carry out other work-related duties would be impaired or diminished. Any illegal, dangerous, or other conduct while driving that would tend to place the lives or property of others at risk is prohibited.

Regardless of fault, circumstance, on- or off-duty status, time, or place, any driver who receives a traffic citation from or is arrested by a law enforcement officer, or who is involved in any kind of accident while driving, must inform their supervisor about the incident immediately or as soon as possible thereafter. Any penalty, fine, imprisonment, fee, or other adverse action imposed by a court in connection with such an incident must be reported immediately to their supervisor. In both of the above situations, the matter will be reported to DHS's Risk Management. The driver involved in an accident or cited by a law enforcement official for violating a motor vehicle law must turn over any documentation relating to the incident as soon as possible to the Risk Management Office, and must cooperate fully in verifying the information with other parties involved and with law enforcement authorities. While parking tickets will not affect a driver's insurability, any parking ticket issued on a vehicle that is being used for Division business should be reported to the supervisor at the earliest possible opportunity.

Any employee who violates any part of this policy, or who becomes uninsurable as a driver, will be subject to reassignment and/or disciplinary action, up to and possibly including termination from employment.

locally, the State Office Resource Manager will work with the DHS Crisis Management Team to request that the DHS Executive Director approve allocation of funds for the purchase of meals, snacks, or drinks.

The Region Resource Manager will coordinate the delivery of meals with Mass Care operations provided by community organizations, or the local EOC. When meals, snacks or water need to be purchased or obtained locally the Region Resource Manager will contact the State Office Resource Manager who will work with the DHS Crisis Management Team to request that the DHS Executive Director approve allocation of funds for the purchase of meals, snacks, or drinks.

Whenever food is purchased, the Region Resource Manager or State Office Resource Manager will be responsible for obtaining approval for the purchase from their Fiscal Operations Coordinator, for documenting the purchase and delivery of supplies, and for forwarding receipts to the Statewide, Budgeting, Accounting and Payroll Manager for processing.

The Region Resource Manager may also be tasked with securing living quarters for staff transferred into an affected area from another region. In this instance the Region Resource Manager will identify hotels or motels capable of accommodating extended stays for staff or may work with local landlords to identify available rental housing.[5] The Region Resource Manager may be asked to reserve rooms for staff but, since staff will voucher for lodging, should not make payment for those rooms without the approval of the Region Fiscal Operations Coordinator.

1.6.7.9 Resource Management-Other Resources

All other resources purchased, borrowed, and utilized for emergency operations will be logged in, inventoried, checked for damage, and tracked from destination to destination.

In all cases, a request to the State Office Fiscal Operations Coordinator or Region Fiscal Operations Coordinator will be made for purchase, repair, or maintenance of equipment or supplies. Invoices will be obtained for all transactions, tracked by date and time, and forwarded to the Statewide, Budgeting, Accounting and Payroll Manager for processing.

1.6.7.10 Resource Management-Determining Damage and Safety to State Facilities

In all instances where a building in which DCFS conducts business is within the boundaries of an affected area the Region Resource Manager or State Office Resource Manager will accompany the Division Director, Region Director, and/or the State Office or Region Emergency Operations Coordinator as they conduct a visual inspection of the building.

If a building in which DCFS conducts business has ANY visible damage, that building must undergo a structural assessment before they are occupied. For all facilities supporting Region operations, the Region Resource Manager will forward the request for an inspection to the State Office Resource Manager, who will then convey that request to the DHS Crisis Management Team's Director of Region Operations.

[5] This is the least desirable option since families that have lost their homes due to an emergency may be looking for alternate housing as well.

1.6.7.11 Resources Management-Shelter Facilities

During or following a disaster, providing individual or emergency congregate shelter to families, unattended, separated, or orphaned children, children receiving services through a residential placement, in the home of a foster family, or receiving services but in the home of their family, is generally not a DCFS responsibility (for exceptions see Sheltering of Unattended, Separated, or Orphaned Children). In the instance where a family requires emergency sheltering, they should be referred to the Statewide Constituent Services Manager or Tracking and Location Manager who will refer the individual or family to local shelters, document where the family will be evacuating to, and if necessary coordinate with Intake, which, if significant safety issues exist, may initiate a new case.

Domestic Violence Shelters, Residential Care Facilities, or Foster Families should have their own contingency plans and are encouraged to identify other facilities or resources they can utilize if their homes or facilities are damaged. The Region Resource Manager, or State Office Resource Manager, may be asked to support the assessment of damage to these facilities. In those instances, Resource Managers will process requests for inspections of facilities through the DHS Crisis Management Team or through the Department of Administration Division of Construction and Facilities Management (http://dfcm.utah.gov/).

1.6.7.12 Resource Management-Relocation or Lease and Rental of Facilities

In instances where regions require additional facilities for storage or when DCFS facilities in an affected area have been damaged (or in the rare instance where DCFS is asked to open a shelter specifically to serve unattended, separated, or orphaned children, or children placed in residential or in-home foster care), the Region Resource Manager will be responsible for facilitating the move from primary facilities to secondary or tertiary facilities. That person will inspect alternate facilities, schedule the date of occupation, assign workspaces, and coordinate transfer of goods and materials to the new site.

In the case where all buildings in an area have been damaged, and the Division or Region Director recommends that emergency operations not be transferred out of the affected area, the Resource Manager will survey the local community for buildings or facilities for lease or rent that may be able to accommodate emergency operations. Requests for lease or rent of facilities should be processed through the State Office Resource Manager, who will forward the request to the DHS Crisis Management Team. That team will be responsible for approving leasing of new facilities or other rentals (storage sheds, etc.) and will use DFCM to negotiate the leases of those facilities (see http://dfcm.utah.gov/).

In no instance will the State Office Resource Manager or Region Resource Manager commit to the lease or rent of a facility without proper authorizations.

1.6.7.13 Resource Management-General Maintenance of Facilities

The State Office Resource Manager or Region Resource Manager is responsible for regularly surveying facilities used for emergency operations. They will report any damage to their supervisor. The Region Resource Manager will forward damage reports to the State Office Resource Manager. That person in turn, will forward those reports to the DHS Crisis Management Team.

Resource Managers will also be responsible for assuring that buildings are regularly maintained and regular housekeeping is performed.

1.6.7.14 Communications

The State Office Communications Manager reports directly to the State Office Fiscal Operations Coordinator. The Region Office Communications Manager reports directly to the Region Fiscal Operations Coordinator.

The Region and State Office Communications Manager are responsible for requisitioning, repairing, monitoring, and tracking all communications equipment and supplies including landlines, cell phones, radio phones or other equipment used by staff to communicate with each other[6]. If communications between the State Office and regions cannot be established, the State Office Communications Manager will identify a route for communications to be physically delivered and will either personally deliver communications or manage a "runner" who will be responsible for carrying communications to and from DCFS offices.

When communication equipment needs to be purchased or leased, the Region and State Office Communications Manager will request authorization for purchase or rent of equipment from the State Office or Region Office Fiscal Operations Coordinator. That person will then forward the authorized request to the State Office Resource Manager who will be responsible for working with the DHS Crisis Management Team to identify contractors capable of meeting the need or identify a sole source provider with whom they will contact for needed equipment.

In all cases where communications equipment is purchased or leased, approval of the Division Director and the DHS Executive Director should be obtained. For the Region Communications Manager, this will normally be accomplished by forwarding the request to the State Office Communications Manager who will process the request through the Administrative Support Representative on the DHS Emergency Management/Continuity Team. In no instance will the Communications Manager commit to the purchase or lease of communication equipment without proper authorizations.

In all instances, the Communications Manager will be responsible for periodic inventory, inspection of equipment and will track the movement of that equipment daily.

1.6.7.15 Donations Management

Generally, DCFS will not request financial donations or donations of property or personal items. No DCFS employee should solicit donations from individuals, groups, or via local media without the approval of the Division Director.

In most instances, the Donations Manager will refer individuals wanting to donate bulk items to local non-profits that need and are equipped to handle donations. In the instance that the State EOC is opened and an individual(s) in the community wishes to lend or donate large or bulk items, those items will be referred to the State EOC Donations Manager for processing.

In the case of individuals wishing to open their homes and provide foster care to unattended, separated, or orphaned children, or to children whose placement has been disrupted due to an emergency, those calls will be logged and routed to the Constituent Service Coordinator, Region Service Delivery Coordinator, and the State Office Service Delivery Coordinator. Other calls by individuals wishing to provide services to children or families will be logged and forwarded to those same individuals.

[6] Exceptions are computers used to send e-mail (the responsibility of the Department of Technology Services), and copiers and FAX machines (the responsibility of the Resource Manager).

It is expected that all DCFS offices inside an area affected by an emergency will receive spontaneous donations including food and water, clothing, household furnishings, equipment, as well as financial donations. The Donations Manager will be responsible for coordinating the transfer of donations of goods to agencies that need and have the capacity to accept these donations. Financial Donations will be forwarded to the Statewide, Budgeting, Accounting and Payroll Manager for processing.

In all instances the Donations Manager will use the Donations Log to record the name of the donor (or prospective donor), the date and time of the offer, the type of donation they want to make, and note to whom the donor was referred (or in the instance of a spontaneous donation, the status of the donation).

1.6.8 Obtaining Data, Restoring the SAFE Database, Salvaging Records

1.6.8.1 Collection and Dissemination of Data Relating to Emergency Activities and Support to Users of Data Systems

The Statewide Data Support Coordinator reports to the State Office Emergency Operations Coordinator and will be responsible for coordinating the repair of damaged databases, retrieving data that will aid in assessing the impact of an emergency on department operations, and for identifying means to collect new information that will document emergency related services delivered by the agency.

The Statewide Data Support Coordinator will supervise the Statewide SAFE Team Manager who will identify damage to DCFS programs as well as provide an estimate on the time needed to resume normal operations. The Statewide SAFE Team Manager will also collaborate with the Department of Technology Services to determine the degree of damage to computer hardware and will report on the status of repairs of hardware and programs.

The Statewide Helpdesk, also supervised by the Statewide Data Support Coordinator, will notify Region staff of projected down time for SAFE support, notify customers of the status of the emergency recovery system, provide problem diagnosis and guidance, as well as assist in resolving user needs.

When contacting the Help Desk regarding a problem, workers should be prepared to give their name, the case name, the case ID, the worker's phone number, login ID, and work role.

1.6.8.2 Evaluation and Research

Currently, the division has no established research agenda for evaluating the quantity or quality of services provided during an emergency. If approached, the SAFE, Evaluation, and Research Director will evaluate any opportunity to participate in emergency related evaluations that are funded by other entities. The division may also be willing to evaluate and participate in surveys, after action reviews, and other emergency related research.

1.6.8.3 Repair and Maintenance of Computer Equipment

The Department of Technology Services http://dts.utah.gov/ has primary responsibility for repair and maintenance of systems that support the SAFE (SACWIS) database. The full scope of the Data Management and Data Recovery Emergency Operations Plan can be found in Annex 5-Data Management Recovery Plan.

1.6.8.4 Safekeeping and Salvage of Paper Case Files

All DCFS offices utilize paper files to keep important financial, statistical, and case related information that cannot be easily stored (or that would be too expensive to store) in the SAFE database or by other electronic means.

Storage and retention of paper records and files are accomplished in accordance with Policies and Procedures issued by the State of Utah Division of Archives and Record Services (http://archives.utah.gov/index.html)

Prior to an emergency, DCFS offices will make every effort to safeguard paper files and following an emergency will mitigate the effect of damage by activating the Region or State Office Record Salvage Response Team, which will immediately assess damage and begin rehabilitation of damaged records (refer to Appendix E-Safekeeping and Salvage of Paper Case Files, http://www.archives.gov/preservation/emergency-prep/disaster-prep-primer.pdf, or http://www.archives.gov/preservation/records-emergency/state-tribal-local.html).

1.6.9 Service Delivery to Affected Children and Families

1.6.9.1 Responsibilities

The State Office Service Delivery Coordinator reports directly to the State Office Emergency Operations Coordinator and manages the Statewide Inter-State Placement and Service Coordination Manager and State Office Location and Tracking Manager. The State Office Service Delivery Coordinator also works closely with the Region Service Delivery Coordinator to assess and meet region needs.

The Region Service Delivery Coordinator reports to the Region Emergency Operations Coordinator and will manage the Region Location and Tracking Manager, Alternative Placement (Relocation) Manager, Region Shelter Manager, and Region Crisis In-home Support Manager . That person, will coordinate intake of children unattended, separated, or orphaned with Intake, and will coordinate with the Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies to track the location of children in Residential Care Facilities.

1.6.9.2 Locating and Tracking Children in Custody

Following any emergency, the Region Location and Tracking Manager (who reports to the Region Service Delivery Coordinator) will obtain a report from the Region Data Analyst (or use existing copies of the report that the region keeps on file) that lists names and addresses of children in custody, the person(s) responsible for those children, and families receiving in-home services that reside within the affected area. In the event that region data tracking systems are not functional, the Region Location and Tracking Manager may request a copy of that report from the Statewide Data Support Coordinator who will also provide that report to the State Office Location and Tracking Manager.

Utilizing this report, the Region Location and Tracking Manager will coordinate with the Region Service Delivery Coordinator to identify a means to contact all families on the list and once contacted to record the location and wellbeing of the family. The Region Location and Tracking Manager and Region Service Delivery Coordinator may consider using any of the following to aid them in contacting families:

- Existing region caseworkers that are not supporting emergency related activities
- Qualified volunteer staff
- Staff from regions outside of the affected area

Cases where children have been determined to be at high risk of abuse or neglect will have priority and immediate contact attempted.

In the event that the Region Location and Tracking Manager and Region Service Delivery Coordinator determine that staff from other Regions are needed, they will follow procedures outlined in Section 1.6.6.8 to request those additional staff.
In the event the child or family cannot be contacted (or if phone service is unavailable), the Region Location and Tracking Manager will coordinate a home visit to the location. If the child or family still cannot be located, a request will be made to local law enforcement or to the local EOC to aid in the location of the child and/or family. When contact by phone or via a home visit is unsuccessful, and when disaster relief shelters have been established, the Region Location and Tracking Manager (or caseworker) will coordinate with the Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies to assure that inter-agency agreements or memoranda of understanding are in place that allow workers to enter shelters and contact families.[7]

The Region Location and Tracking Manager (or caseworker) will document all contact with a child or family, request information about a child or family's emergency needs, and determine if the child or family has plans to evacuate the area. If SAFE is operational, the status of the family will be recorded in SAFE as will their location, telephone number, how long they plan to stay, and other information regarding the site to where the family has, or plans to relocate. If SAFE is not operational, the Region Location and Tracking Manager will generate a paper form for each family displaying the information above. All forms generated should be transmitted daily to the State Office Location and Tracking Manager or to the State Office Service Delivery Coordinator if no State Office Location and Tracking Manager has been assigned.

In larger emergencies (E-2 and above whether presidentially declared or not) where large numbers of children in custody, the person(s) responsible for those children, or families receiving in-home services have been displaced, the State Office Location and Tracking Manager will consult with the State Office Services Delivery Coordinator and Statewide Constituent Services Manager to assess whether the Statewide Constituent Services Manager has the capability to accept calls from children and/or families that have relocated and track the location of those children or families. If the emergency is of such a magnitude that the Statewide Constituent Services Manager cannot handle the call volume, the State Office Location and Tracking Manager will work with a non-affected region to establish a call center which will track affected families. Alternatives to setting up a call center through an unaffected region include:

- Asking surrounding states with whom DCFS has a mutual aid agreement to establish a call center
- Contracting with a local or national non-profit to establish a call center
- Contract with an in or out-of-state for profit call center capable of managing calls through a 1-800 or 1-866 Child Welfare Hotline.

In any case, the State Office Location and Tracking Manager will identify a process that the call center will use to collect and report the location and contact information for families that have evacuated.
If a hotline is initiated, the State Office Services Delivery Coordinator will coordinate publication of that number with the DHS Public Information Officer.
In emergencies with a classification of E-3-L or E-3-C that have received a Presidential Declaration, the State Office Location and Tracking Manager will coordinate with the National Emergency Child Locator Center (NECLC)[8], FEMA's National Emergency Family Registry and Locator System (NEFRLS)[9], and the American Red Cross Safe & Well system to ascertain if any children in DCFS custody are on any list of missing or located children. If a child is

[7] Because of privacy issues the Red Cross or other organizations that provide shelter services may not allow workers to enter the shelter without first having an agreement in place.
[8] See 1.6.9.3
[9] Call centers may be reached at 1-800-588-9822, 24-hours a day when it is activated or at www.fema.gov.

on the a list and has been located, the State Office Location and Tracking Manager will contact the Region Location and Tracking Manager and request they (or the caseworker) make contact with the child or family.

In a situation where a family and/or child has relocated outside of an affected area, the State Office Location and Tracking Manager will contact the region to which the child has relocated and ask that the receiving region contact the family. If the family expects the relocation to be long-term or permanent, the receiving region will request that the child or family's case file be transferred to that region.

If a child in custody, their foster family, or a family receiving in-home services has evacuated to a location out of state, the State Office Location and Tracking Manager or Region Location and Tracking Manager will contact the Statewide Inter-State Placement and Service Coordination Manager and request that the manager make contact with the receiving state. If an Interstate MOU or agreement concerning services provided to evacuees has been negotiated with the receiving state, the Statewide Inter-State Placement and Service Coordination Manager will contact the Statewide Liaison with Federal Partners and Surrounding States to activate that agreement.

1.6.9.3 Locating and Tracking of Unattended, Separated, or Orphaned Children

During smaller emergencies (generally E-1-S through E-3-M) the Region Service Delivery Coordinator will coordinate with local law enforcement or EOCs to determine how many children are unattended, have become separated from their families, or have been orphaned. Once that information is received, the Region Service Delivery Coordinator will report that number to the State Office Service Delivery Coordinator.

If law enforcement or EOCs are unable to successfully reunite the children with their parents, relatives, or friends, the Region Service Delivery Coordinator will help law enforcement or the EOCs make contact with Intake, which will open a case for each child using the "Dependency" allegation category and process the case according to CPS guidelines.[10] If Intake determines that the child should be taken into custody, normal family foster care, emergency shelter, or residential care placements will be utilized for placement of the child.

In cases where a large number of children become unattended, separated, or orphaned, typically following an emergency that receives a presidential declaration (a disaster with a classification of E-3-L or E-3-C), additional resources become available through ESF-13 that can aid in the location of missing children or tracking of children that will eventually be reunited with their parents.

In large disasters, DCFS, in coordination the DHS Executive Director and the DHS Crisis Management Team will work with the State EOC to request support from the National Emergency Child Locator Center (NECLC) operated by the National Center for Missing & Exploited Children (NEMEC). The primary mission of the NECLC is to assist in the location of children and the reunification of families resulting from the disaster or subsequent evacuations[11].

In the event of a natural disaster, the NECLC will:

- Establish a toll-free hotline to receive reports of displaced children
- Create a website to provide information about displaced children
- Deploy staff to the location of a declared disaster area to gather information about displaced children
- Provide information to the public about additional resources
- Partner with federal, state, and local law enforcement agencies

[10] See DCFS Practice Guidelines 200 Child Protective Services at http://www.hspolicy.utah.gov/dcfs/
[11] After Hurricanes Katrina and Rita, approximately 5,200 children were reported missing to NCMEC.

- Refer reports of displaced adults to the Attorney General's designated authority and the National Emergency Family Registry and Locator System.

In cases where the NECLC,[12] or State or Local Emergency Operations Headquarters locate children but are not able to reunite those children with their parents or other relatives, the State Office Service Delivery Coordinator will help law enforcement or the EOCs make contact with Intake using the process outlined above.

In the event that there are a large number of children requiring placements and available foster care, emergency shelter, or residential care placements are overwhelmed or become unavailable the Division Director has the authority to determine which options are best capable of meeting children's placement needs. If there are no safety concerns, the options include:

- Placement with a non-custodial parents
- Placement with siblings
- Placement with kin or extended family
- Placement with friends with whom the child is acquainted
- Placement with family or friends outside of the affected area
- Placement with staff that are capable of caring for children until a foster care placement can be located
- Placement in DJJS or other facilities operated by DHS
- Placement in congregate care shelters staffed by DCFS staff or volunteers that have successfully completed a background check.

In the case where non-traditional placements are required, the Statewide Liaison with Federal Partners and Surrounding States will contact ACF Region VIII staff to determine if placements qualify for IV-E or other reimbursement. If any placement does not normally qualify for reimbursement, the liaison may request a waiver of federal rules or regulations, which will allow children to qualify for IV-E or other payments.

1.6.9.4 Finding Alternative Placements (Relocation) for Children in the Custody of the State of Utah and in an Out-of-home Placement

It may be necessary for DCFS to find alternate placements or "relocate" children in custody when:

- The emergency affects a family receiving in-home services to the point where it impacts the safety of a child (including affecting a family's ability to access services)
- A licensed foster care family, or family providing care through a kinship placement, have been killed, injured, has sustained housing damage, or has been financially affected by an emergency
- A proctor agency can no longer operate normally, or a proctor family has been negatively affected by an emergency
- A residential care facility has been damaged and alternate facilities cannot be located
- An existing crisis shelter has been damaged and alternate facilities cannot be located.

In any instance where a child needs to be placed in an alternate setting, the Region Alternate Placement/Relocation Manager (supervised by the Region Service Delivery Coordinator) will coordinate the relocation of a child to a new placement. Depending on the size and scope of the disaster, the Region Alternate Placement/Relocation Manager has the responsibility to place the child in the most appropriate, available location listed above.

[12] The toll-free number for the Emergency Child Locator Center is 1-866-908-9572 and is staffed 24-hours a day.

The Region Alternate Placement Relocation Manager will collaborate with the Donations Manager, Region Liaison with Local Government Agencies, and Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies to identify and track available resources. The Region Alternate Placement/Relocation Manager will coordinate all placements with other regions if the child is placed outside of the affected region. If the child has a Native American heritage, the Region Alternate Placement/Relocation Manager will coordinate the new placement with the Statewide Tribal Liaison in the State Office.

In an emergency where affected children require an alternate placement, the Region Alternate Placement/Relocation Manager will ask that the Statewide Liaison with Federal Partners and Surrounding States in the State Office contact ACF Region VIII staff to discuss the emergency's impact on Placement Stability outcome measures and, if appropriate, request a temporary waiver of those outcome measures.

1.6.9.5 Finding Alternative Placements (Relocation) for Children in the Custody of Another State but in a Foster Care or Residential Placement in Utah

For a child in the custody of another state living in a family foster care or residential placement in Utah who cannot return to the original placement because of the emergency, the Region Alternate Placement/Relocation Manager may temporarily relocate the child to a location listed above. The Region Alternate Placement/Relocation Manager will contact the State Office Statewide Inter-State Placement and Service Coordination Manager who will contact the state that has custody of the child and negotiate with the sending state the relocation of the child to a) a placement within the sending state, b) another placement in Utah that is outside of the affected area, or c) a temporary placement in the affected area.

In any instance, the Statewide Inter-State Placement and Service Coordination Manager will coordinate the activation of any interstate Memorandums of Understanding with the Statewide Liaison with Federal Partners and Surrounding States and coordinate the provision of the child's travel, maintenance, or emergency needs with the state that has custody of that child.

In all cases where DCFS workers provide support to children from another state they will comply with DCFS Practice Guideline Section 703 Interstate Compact on Placement of Children http://www.hspolicy.utah.gov/dcfs/.

1.6.9.6 Notification of a Child's Parents Regarding the Status of a Child in an Out-of-home Placement

With two exceptions, following an emergency the Region Service Delivery Coordinator will be responsible for ensuring that the parents of a child (or children) in DCFS custody and in an out-of-home placement are notified of the status of the child. The exceptions to this procedure include when parental rights have been terminated or when a court has ordered that there be no contact between the child and the parents from whose home the child was removed. In both cases, the Region Service Delivery Coordinator will use his or her own discretion in determining if the parents of the child will be contacted.

To ensure that parents of a child in an out of home placement are notified, the Region Service Delivery Coordinator will communicate with the Region Location and Tracking Manager and the Region Alternate Placement/Relocation Manager to determine the status and location of a child in foster care, proctor care, or in a residential placement. Once the child's status has been determined, the Region Service Delivery Coordinator will transfer that information to a casework supervisor or the child's caseworker who will then be responsible for contacting the parents from whom the child was removed.

If the supervisor or caseworker are unable to contact the parents, the Region Location and Tracking Manager and Region Service Delivery Coordinator may consider using any of the following to aid them in contacting families:

- Existing region caseworkers that are not supporting emergency related activities
- Qualified volunteer staff
- Staff from regions outside of the affected area

In the event that the Region Location and Tracking Manager and Region Service Delivery Coordinator determine that staff from other regions are needed to support the provision of this service, they may contact the Statewide Constituent Services Manager for assistance or should follow procedures outlined in Section 1.6.6.8 to request those additional staff.

1.6.9.7 Support to Children in Custody, the Person(s) Responsible for Those Children, and Families Receiving In-home Services Evacuating to Another State or to Children in Custody Relocated to an Out of Home Placement Outside of Utah

All relocations involving children in DCFS custody to out of home placements in another state will be accomplished in accordance with practice guidelines as outlined in Section 703-Interstate Compact on Placement of Children http://www.hspolicy.utah.gov/dcfs/. Following an emergency, only the Division Director has the authority to alter these guidelines.

If it is found that following an emergency a child in custody, their foster family, or a family receiving in-home services has spontaneously evacuated to another state, the Region Location and Tracking Manager will notify the Statewide Inter-State Placement and Service Coordination Manager. The Statewide Inter-State Placement and Service Coordination Manager will contact the receiving state's ICPC Administrator to inform them of the number of children/families that are known to have evacuated to that state. The Statewide Inter-State Placement and Service Coordination Manager will also pass on any other identifying information as appropriate.

In the event that communications are not possible, the Statewide Inter-State Placement and Service Coordination Manager will coordinate with the State Office State Agency Liaison to request that the State EOC (which has an array of communication resources) contact and provide information to the receiving state.

In the event children in custody, the person(s) responsible for those children, or families receiving in-home services evacuate to another state and require services[13], the State Office Service Delivery Coordinator will work with the Statewide Liaison with Federal Partners and Surrounding States to implement any existing interstate MOUs DCFS may have with the receiving state or will partner to develop an MOU that outlines each state's responsibilities relating to how services will be delivered and how services will be paid for.

If ICPC reporting timeframes cannot be met, the Statewide Inter-State Placement and Service Coordination Manager will coordinate with the Division Director, State Office Service Delivery Coordinator and Statewide Liaison with Federal Partners and Surrounding States to develop a request for a waiver of those outcome measures.

1.6.9.8 Support to Children in Custody, the Person(s) Responsible for those Children, or Families Receiving In-home Services from Another State that Evacuate to Utah or Children in Custody of Another State that are Relocated to an Out of Home Placement in Utah

[13] Following Hurricane Katrina respite services were arranged for foster families displaced to the Houston area and supervision of visits between children and biological families or siblings displaced out of state was arranged. Receiving state staff visited day care facilities; visited children in out of state residential placements; and removed and relocated children when placements were unable to be preserved.

In all cases where DCFS workers provide support to children from another state workers will comply with DCFS Practice Guideline 201.8 Courtesy Casework Request From An Out Of State Agency and Section 703 Interstate Compact on Placement of Children http://www.hspolicy.utah.gov/dcfs/.

The main consideration in processing a request through the Statewide Inter-State Placement and Service Coordination Manager for any child that has evacuated to Utah is whether the child is in the "custody" or is under "court jurisdiction" of another state. If a child evacuated from another state is in custody then an ICPC will be required. The sending state is responsible for initiating the ICPC process. Similarly, if a child in custody is transferred to a Residential Treatment Center in Utah by a parent, foster parent or a state agency outside of Utah then ICPC would apply and the Statewide Inter-State Placement and Service Coordination Manager should be contacted.

If notified by another state that a child in their custody and/or family has evacuated to Utah, the Statewide Inter-State Placement and Service Coordination Manager will contact the region to which the child/family has evacuated and notify them of the child's presence. The Statewide Inter-State Placement and Service Coordination Manager will also notify State Office Service Delivery Coordinator and Statewide Liaison with Federal Partners and Surrounding States and determine if any interstate MOUs apply.

If the Statewide Inter-State Placement and Service Coordination Manager has not been contacted by the state from which the child/family evacuated, the Statewide Inter-State Placement and Service Coordination Manager will attempt to make contact with that state's ICPC Administrator or will coordinate with the Statewide Liaison with Federal Partners and Surrounding States and/or State Office State Agency Liaison to identify a means to communicate with the affected state.

1.6.9.9 Support to Evacuees Relocating to Utah from Other States

In the future, Utah may become a point of destination for evacuees fleeing the aftermath of a disaster in a surrounding state, as a result of a catastrophic disaster in any other state within the U.S, or as a result of the activation of the National Emergency Repatriation Plan (activated when American citizens who are living overseas must be evacuated because of war, natural disasters, or other conditions that place Americans at risk).[14]

In any instance where evacuees from emergencies outside of Utah require assistance, activities undertaken, and services provided, will be coordinated by the Department of Human Services under direction of the Executive Director. DCFS staff will be responsible for not only providing supports and services offered as a part of its normal business operations but may be asked to supplement DHS activities including coordinating food and shelter services, supplementing programs that provide financial assistance to evacuees, supporting mental health services delivered to evacuees, or arranging for local or interstate transportation. DCFS staff may also be asked to augment indirect service functions including providing Public Information, Data Management, or Fiscal Operations support.

DCFS does not have direct responsibility for an unattended, separated, or orphaned child from another state (not in custody) that has evacuated or relocated to Utah and is living with family or friends. In this case ICPC will not apply and all services will be coordinated through the department. If a child evacuates to Utah and is living in a shelter, or with family or friends, and either the shelter or family or friends determine that they cannot care for the child, the State Office or Region Service Delivery Coordinator will coordinate with Intake to either take the child into custody or find another placement that will maintain the safety of the child. If after being taken into

[14] In September of 2005 Utah hosted 582 evacuees transported to the Salt Lake Area as a result of Hurricane Katrina.

custody the child returns to the state he or she came from the Statewide Inter-State Placement and Service Coordination Manager will coordinate with the originating state to facilitate the child's return.

1.6.9.10 Sheltering of Children in Custody or Children that are Unattended, Separated, or Orphaned

It is normally the responsibility of the local government to meet the sheltering needs of citizens affected by an emergency. Local governments call on a number of non-profit or community-based organizations to provide shelter services. When an emergency is too large for a local government to handle, the county can request state resources to help support shelter services. In this instance a variety of state resources are typically utilized, primarily those owned or coordinated by local school districts or the Office of Education.

Nevertheless, there may be rare instances where DCFS may be required to operate and manage "special population" shelters for children. These include:

- When large numbers of children in foster care are affected, their foster parents are not capable of providing support, and other foster care placements are not available
- Where the staff of a residential care facility (whether or not the facility has been damaged) have been affected and cannot continue to provide services or when the residential care facility's physical structure has been damaged and a suitable alternate location cannot be found
- When large numbers of children are unattended, separated, or orphaned following an emergency
- When tasked by the Governor to provide shelter services to the general population.

In all instances it is desirable for the Region Shelter Manager (supervised by the Region Service Delivery Coordinator) to partner with other community groups or organizations and utilize resources of those organizations. If a suitable partner is located, the Region Shelter Manager will assure that background checks have been completed and/or identify DCFS staff that will be able to process background checks for the staff at those shelters.

If it is necessary for DCFS staff to manage shelter activities and provide direct services to children, the Region Shelter Manager will work with the Region Staffing Coordinator to identify and assign DCFS staff to the shelter and assure they receive appropriate shelter training (see http://www.fema.gov/pdf/emergency/disasterhousing/dspg-MC-ShelteringHandbook.pdf).

The Region Shelter Manager and support staff should not provide medical related assistance to those sheltered. The Region Shelter Manager in coordination with the Statewide Health and Mental Health Support Manager should contact the local Health Department, the Utah Department of Health, or identify community medical professionals to provide medically related services in shelters.

1.6.9.11 Transportation of Affected Children

Following small emergencies, it is typically the responsibility of the family to arrange for transportation to and from locations providing emergency related services. In larger emergencies, workers should contact their local EOC to arrange transportation of victims (including unattended, separated, or orphaned children) to emergency shelters or other facilities. The same is true for children in custody, the person(s) responsible for those children, or families receiving in-home services that require transportation to or from shelter facilities. The local EOC may provide transportation utilizing a number of means including:

- Vehicles owned by local governments
- School busses obtained from local school districts

- Local transportation vendors including the UTA
- The National Guard

In all instances where an employee needs to transport a child or family[15], the employee will obtain approval from their supervisor before transporting that child or family. When necessary, it is highly preferable for employees to utilize state vehicles when transporting children or families. During an emergency, use of state vehicles should be coordinated through the Region or State Office Resource Manager.

Emergency Management Coordinators have the ability to authorize staff use of their personally owned vehicles to transport children or families. In this case, the supervisor of the individual driving their own personal vehicle should assure that the worker is able to meet their responsibilities as listed in section 1.6.7.4.
Once again, DCFS does not provide primary automobile liability or personal injury protection coverage for personal vehicles driven by its employees, volunteers, or others on division business.

1.6.9.12 Providing Crisis In-home Services

Following an emergency it is expected that families receiving in-home services or foster families that remain in their homes will require an increased array of services. To meet these needs, it is expected that additional local, state, and federal resources will be available and that children in custody, the person(s) responsible for those children, as well as families receiving in-home services will qualify for at least some of those services.

It is the responsibility of the Region Crisis In-home Support Manager (who reports to the Region Service Delivery Coordinator) to assess what local, state and federal resources are available to meet clients' needs and for providing information and referral services to caseworkers, children, and families that may meet qualifications for available emergency assistance.

It is also the responsibility of the Region Crisis In-home Support Manager to coordinate all services with the family's caseworker (including those in other regions when the family's case resides in another region) and to assure that all plans and services are documented in SAFE.

1.6.10 Constituent Services

The Statewide Constituent Services Manager reports directly to the Service Delivery Coordinator and will be responsible for receiving and answering questions from individuals that have questions or concerns about the health and wellbeing of children in custody, the person(s) responsible for those children, or families receiving in-home services that reside in the disaster area. When called about a child or family residing outside of the disaster area, the Statewide Constituent Services Manager should refer callers to the unaffected region in which the child or family resides.

The Statewide Constituent Services Manager will help identify emergency related needs and provide input to staff regarding safety related issues that affect children and their families. The Statewide Constituent Services Manager will coordinate with the State Office or Region Service Delivery Coordinator to develop measures that will help ensure the safety of children and assure needs are met.

During smaller Emergency Operations (E-1-S through E-3-S) the Statewide Constituent Services Manager may be tasked with accepting calls from families or individuals supporting children in custody or from families receiving in-home services that have evacuated to other regions or states, for logging the location and contact numbers for

[15] See Footnote 3

those evacuees, and for coordinating that information with the State Office or Region Location and Tracking Manager.

In larger emergencies (E-2 and above whether or not a presidential declaration has been issued), where large numbers of children in custody, the person(s) responsible for those children, or families receiving in-home services have been displaced, the State Office Location and Tracking Manager will consult with the State Office Services Delivery Coordinator and Statewide Constituent Services Manager to assess whether the Statewide Constituent Services Manager has the capability to accept calls from children and/or families that have relocated and is able to track the location of those children or families. If the emergency is of such a magnitude that the and Statewide Constituent Services Manager cannot handle the call volume, the State Office Location and Tracking Manager will coordinate efforts to create a call center in a non-affected region or contact an in or out-of-state call center capable of managing calls through a 1-800 or 1-866 Child Welfare Hotline. In any case the State Office Services Delivery Coordinator and Statewide Constituent Services Manager will identify procedures that the call center will follow as it collects information regarding the location of and means to contact evacuees.

In all instances, the Statewide Constituent Services Manager will document caller concerns and provide daily reports on the number of calls and relevant issues presented to the State Office Emergency Operations Coordinator.

1.6.11 Liaison

1.6.11.1 State Office State Agency Liaison

The State Office State Agency Liaison, at the request of the State Office Emergency Operations Coordinator (the State Office State Agency Liaison's supervisor), will represent the division and Emergency Management Team on all formal and informal work groups, committees, or boards coordinated by state agencies that address the needs of, or services provided to, victims of an emergency.

Schools

Following an emergency DCFS can anticipate that local schools and districts will be affected and that classes may be cancelled or the curriculum changed. The State Office State Agency Liaison will contact the Region Liaison with Local Government Agencies and identify issues related to education of children in custody and will coordinate with the Utah State Office of Education to remedy those issues. That liaison will also work with the Office of Education to determine which schools are open and whether services to children in custody are in place. The State Office State Agency Liaison will coordinate his/her findings with the State Office Service Delivery Coordinator who will work with the Region Service Delivery Coordinator to assure educational services are maintained.

Courts

Following a large emergency (E-2-M or larger) DCFS can anticipate that there will be limited access to courts. When courts are not functioning DCFS has the legal authority to protect a child's safety without court adjudication (see Practice Guideline 205.1 Grounds For Removal/Placement Of A Child Into Protective Custody, State Code 62A-4a-201, and Utah Code-78A-6-106).

The State Office State Agency Liaison will contact the Region Internal Agency Liaison to identify if the juvenile court serving the affected area is capable of adjudicating child welfare cases. The liaison will determine if court

facilities have been affected by the emergency and determine if the court is planning to relocate or conduct hearings utilizing other technical means (i.e. video conferencing). The liaison will also determine if courts are able to adequately process and store records as well as determine if there are any confidentiality issues that arise due to changing of court venues or procedures. The State Office State Agency Liaison will relay his/her findings to the State Office Emergency Operations Coordinator and the Division Director who will communicate needs to the DHS Crisis Management Team.

Law Enforcement

Following an emergency DCFS can anticipate that law enforcement will be understaffed and may not be able to respond quickly to complaints involving child abuse or neglect. If law enforcement is not available, and after consultation with the Department Emergency Management Business Continuity Coordinator, the State Office State Agency Liaison may be asked to request Department of Public Safety resources available through the State EOC or, when a presidential disaster declaration has been issued, through ESF 13 (also located in the State EOC).

Mental Health Services

The State Office State Agency Liaison in coordination with the Statewide Health and Mental Health Support Manager and Region Liaison with Local Government Agencies will be responsible for identifying emergency related mental health needs of children in custody, the person(s) responsible for those children, or families receiving in-home services and for coordinating the resolution of those needs with the Division of Substance Abuse and Mental Health and/or, in a presidentially declared emergency, the ESF-6 representative at the State EOC.

Health Services

The State Office State Agency Liaison in coordination with the Statewide Health and Mental Health Support Manager will be responsible for identifying health needs of children in custody, the person(s) responsible for those children, or families receiving in-home services and for coordinating the resolution of those needs with the Department of Health or, in a presidentially declared emergency, the ESF-8 representative at the State EOC.

Other Departments or Divisions within State Government

Communication and coordination of activities between DCFS and the Department of Public Safety's Division of Emergency Management is primarily the responsibility of the DHS Crisis Management Team. If the State Office State Agency Liaison identifies any needs that are not currently being met, that person will contact the appropriate department and attempt resolution or report those needs to the State Office Emergency Operations Coordinator who will communicate those needs to the DHS Crisis Management Team. In rare instances, the State Office State Agency Liaison may be tasked with either communicating needs directly to the State EOC (or an ESF in the EOC) or may be asked to represent the department at the State EOC.

1.6.11.2 Statewide Liaison with Federal Partners and Surrounding States

The Statewide Liaison with Federal Partners and Other States, (under the direction of the State Office Emergency Operations Coordinator) will represent the division on all formal and informal work groups, committees, or boards coordinated by federal partners or other states that address the emergency needs or services provided to children in custody, the person(s) responsible for those children, or that address the needs of families receiving in-home services.

The Statewide Liaison with Federal Partners and Other States will be responsible for communicating with the ACF Region Liaison and other federal government agencies on a regular basis to update them on division emergency response and recovery activities. This individual will be responsible for requesting waivers to any outcome measures or grant requirements enforced by federal partners.

In presidentially declared disasters, the Statewide Liaison with Federal Partners and Other States will identify FEMA assistance being provided to children in custody, the person(s) responsible for those children, or families receiving in-home services and will relay that information to emergency management staff (see http://www.fema.gov/ http://www.fema.gov/government/grant/pa/9500toc.shtm).

1.6.11.3 State Office Liaison with In-State Providers, Partners and Non-Profit Organizations

The State Office Liaison with In-State Providers, Partners, and Non-Profit Organizations (under the direction of the State Office Emergency Operations Coordinator) will represent DCFS on all formal and informal work groups, committees, or boards that are sponsored by providers, community organizations, or other non-governmental agencies.

The State Office Liaison with In-State Providers, Partners, and Non-Profit Organizations will be responsible for working with the Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies to assess the capability of organizations to provide services. The State Office Liaison with In-State Providers, Partners, and Non-Profit Organizations will also contact the following to assess the capability of those organizations to provide services:

- The Utah Foster Care Foundation
- Agencies that provide adoption services
- The Utah Domestic Violence Council
- Other agencies providing statewide child welfare services from a single location.

The State Office Liaison with In-State Providers, Partners, and Non-Profit Organizations will be responsible for reporting emergency related needs of service providers and other community organizations to the State Office Emergency Operations Coordinator. That person will also be responsible for communicating with service providers and community agencies on a regular basis to update them on division emergency response and recovery activities and for assessing whether the service provider or community organization is capable of providing expanded services to children and families.

State Office Liaison with In-State Providers, Partners, and Non-Profit Organizations will coordinate with Region Resource Managers and the State Office Resource Manager should service providers or community agencies require inspection of their buildings or physical resources.

If damaged or affected by an emergency, certain facilities owned by non-profits may be eligible for FEMA funding (see http://www.fema.gov/government/grant/pa/9521_3.shtm).

1.6.11.4 Liaison with Tribes

The Statewide Tribal Liaison, (under the direction of the State Office Emergency Response Coordinator) will represent the division on all formal and informal work groups, committees, or boards coordinated by the division or tribes that address the needs of, or services provided to Native American victims of an emergency. The Statewide Tribal Liaison will be responsible for communicating with tribal agencies and governments on a regular basis to update them on division emergency response and recovery activities as well as for coordinating services delivered by Tribes with those provided by the division.

When a child is a member of a tribe and has been placed in an alternate placement or has evacuated outside the affected area, the Region Location and Tracking Manager, Region Alternate Placement Relocation Manager, and State Office Location and Tracking Manager will notify the Statewide Tribal Liaison and advise that liaison of the location of the child.

The Statewide Tribal Liaison will also monitor FEMA Public Assistance to tribes (see http://www.fema.gov/government/grant/pa/9521_4.shtm) and report on assistance provided to the State Office Emergency Management Team.

1.6.11.5 Region Liaison with Local Governmental Agencies

The Region Liaison with Local Government Agencies, at the request of the Region Emergency Response Coordinator (that individual's supervisor), will represent the region and Region Emergency Management Team on all formal and informal work groups, committees, or boards coordinated by local government agencies that address the needs of, or services provided to victims of an emergency. The Region Liaison with Local Government Agencies will be responsible for communicating with local government agencies on a regular basis to update them on division emergency response and recovery activities as well as for coordinating services delivered by governmental agencies with those provided by the division.

Schools

Following an emergency DCFS can anticipate that local schools and districts will be affected and that classes may be cancelled or the curriculum changed. The Region Liaison with Local Government Agencies will contact local school districts to determine the impact of the emergency on local schools. That liaison will also attempt to determine if children in custody have returned to school or may have evacuated to another area. The Region Liaison with Local Government Agencies will communicate his/her findings to the Region Location and Tracking Manager and Region Service Delivery Coordinator, who will communicate with their State Office counterparts to assure educational services are provided. The Region Liaison with Local Government Agencies will also pass his/her findings to the State Office State Agency Liaison who will address issues with the State Office of Education.

Courts

Following an emergency DCFS can anticipate that there will be limited access to courts. In an emergency, DCFS has the legal authority to protect a child's safety without court adjudication (see Practice Guideline 205.1 Grounds For Removal/Placement Of A Child Into Protective Custody, State Code 62A-4a-201, and Utah Code-78A-6-106). This includes removal of children from homes if they are in immediate danger. The Region Liaison with Local Government Agencies will be responsible for identifying whether the juvenile court serving the affected area is capable of adjudicating child welfare cases. That liaison will determine if court facilities have been affected by the emergency and determine if the court is planning to relocate or conduct hearings utilizing other technical

means (i.e. video conferencing). The liaison will also determine if courts are able to adequately process and store records as well as determine if there are any confidentiality issues that arise due to changing of court venues or procedures. The Region Liaison with Local Government Agencies will be responsible for working with the Assistant Attorney General to assure that workers actions protect the child's legal rights or can be defended due to the emergency nature of the situation. Finally, The Region Liaison with Local Government Agencies will communicate his/her findings with the Region Service Delivery Coordinator and State Office State Agency Liaison.

Law Enforcement

Following an emergency DCFS can anticipate that law enforcement will be understaffed and may not be able to respond quickly to complaints involving child abuse or neglect. The Region Liaison with Local Government Agencies will assess the ability of local law enforcement to support DCFS child welfare services and communicate with the State Office State Agency Liaison should alternate sources of support be needed.

Mental Health Services

The Region Liaison with Local Government Agencies will identify mental health related issues and coordinate with the State Office State Agency Liaison and the Statewide Health and Mental Health Support Manager who will be responsible for communicating those needs to the Division of Substance Abuse and Mental Health or, in a presidentially declared emergency, the ESF-6 representative at the State EOC.

Health Services

The Region Liaison with Local Government Agencies will identify any health related issues and coordinate with the State Office State Agency Liaison and the Statewide Health and Mental Health Support Manager who will be responsible for communicating those needs to the Department of Health and/or, in a presidentially declared emergency, the ESF-8 representative at the State EOC.

Other Local Government Entities

If the Region Liaison with Local Government Agencies identifies any needs that are not currently being met, that person will coordinate with local government entities to seek their help in resolving needs. All other needs should be reported to Region Emergency Operations Coordinator and State Office State Agency Liaison who will forward information about those needs to the DHS Crisis Management Team.

In rare instances, the Region Liaison with Local Government Agencies may be asked to represent the division at the local EOC.

1.6.11.6 Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies

At the request of the Region Emergency Response Coordinator, the Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies, will represent the region and Region Emergency Management Team on all formal and informal work groups, committees, or boards coordinated by local providers, community organizations, or other non-governmental agencies that address the needs of, or services provided to victims of an emergency. The Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies will be responsible for communicating with non-governmental agencies on a regular basis to update them on division emergency response and recovery activities as well as for coordinating services delivered by agencies with those provided by the division.

The Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies will attempt to make contact with contracted service providers in the region and will identify the capability of the agency to provide services. Providers to be contacted include:

- ☐ Residential care facilities
- ☐ Proctor care agencies
- ☐ Mental health providers
- ☐ Domestic violence shelters
- ☐ Family support centers

The Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies will also attempt to contact and identify support services provided by informal support organizations including:

- ☐ Church organizations
- ☐ Non-profits and civic organizations
- ☐ Child care centers

If any partners or community organizations lack capacity or have initiated new services to meet the needs of children in custody, the person(s) responsible for those children, or families receiving in-home services, the Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies will notify the Region Service Delivery Coordinator who will communicate those services and needs to appropriate sources.

1.6.12 Media Relations

DCFS Region or State Office staff should **not** release information through any media outlet without notifying, and the approval of the DHS Public Information Officer (PIO).

The State of Utah Emergency Operations Plan states, "Emergency public information activities will be undertaken to ensure the coordinated, timely, and accurate release of a wide range of information to the news media and to the public about emergency/disaster related activities." These activities will be carried out from the State EOC or from the Joint Information Center (JIC). The JIC will be staffed with federal (if the President declares an emergency), state, local and volunteer organizations and in some instances commercial public information representatives. Information intended for the news media and the public will be coordinated prior to release with the Federal Coordinating Officer (FCO)/State Coordinating Officer (SCO), other state/federal agencies and local officials."

The State Of Utah Emergency Operations Plan (Annex ESF-15-Public Information) indicates that during a disaster, where the State EOC is opened, "state agencies involved in emergency response operations will coordinate news releases regarding their operations with the DPS/DEM Lead State Public Information Officer. DPS/DEM PIOs will ensure that the Governor's staff is aware of information releases that are being made by State agencies. Designated DPS/DEM PIOs will coordinate this function for the DEM Director with the Governor's Press Secretary."

The Director of the Division of Emergency Management will:

- Provide authority for the release of state-level information to the public

- Direct the EPI program manager to disseminate emergency instructions, and information on government response operations and emergency/disaster public assistance programs
- Provide State EOC and Joint Field Office support for the EPI program
- Conduct public information, media relations and community education programs. A PIO will be appointed by the Director/Deputy Director DEM to provide coordination of these services and serve as a member of the policy section
- Maintain effective working relationships with the media
- Designate locations and produce media briefings
- Develop procedures for the coordination and release of information and news releases with the Utah National Guard PIO, the American Red Cross, other government agencies and organizations, and certain private sector elements (e.g. energy suppliers)
- Maintain disaster related information on hazards the state faces and the Utah Emergency Management System to utilize during emergencies, disasters or major catastrophes
- Assist the Governor's Press Secretary in coordinating and directing EPI activities during an emergency, disaster, or major catastrophe at the State EOC
- Monitor and collect information from the media useful in supporting requests for emergency action
- Maintain a system for information inquiries from the public and government officials.

All state agencies are responsible for coordinating and providing information regarding emergency response activities of their agencies with the DPS/DEM PIO.

The Department of Human Services Public Information Officer (who reports to the DHS Crisis Management Team and the DHS Executive Director) will coordinate all media contacts and relations with the State Public Information Officer in the JIC.

The DHS Public Information Officer will coordinate press releases and media contacts with the DCFS Director or DCFS Region Directors but will receive direct approval for the release of information about activities to media outlets from the DHS Crisis Management Continuity Team Coordinator, the DHS Executive Director, or the State Public Information Officer in the JIC.

The DHS Public Information Officer will:

- ☐ Gather information about the DCFS response and recovery activities and develop and produce information for dissemination by DHS or DCFS to the print and broadcast media
- ☐ Identify a chief spokesperson for DCFS (usually the Division Director)
- ☐ Be the primary point of contact to the media and for providing information to the media regarding all DCFS response and recovery efforts
- ☐ Ensure that non-English-speaking populations receive accurate and timely information about DCFS response and recovery activities through appropriate media that can relay information in the desired language
- ☐ Originate and coordinate department information released to the media and the public by planning and executing print and broadcast media public service campaigns, video documentation, surveys, special productions, and logistical support of public meetings and presentations
- ☐ Represent DHS on the JIC

Resources for State Public Information Coordinators can be located at http://site.utah.gov/dps/dps/G290AlumniInfo.html or in the Department of Human Service Public Information Handbook.

1.6.13 Training

The Statewide Training Coordinator will be responsible for training existing and new staff providing services to families affected by an emergency. At minimum the Training Team will develop and conduct:

- An orientation to the emergency including:
  - The geographical area affected
  - The number of individuals/families affected
  - The effect of the emergency on DCFS operations
  - The organizational structure in place to support emergency services
  - Information about any cultural or demographic issues that affect the delivery of services
- An abbreviated new casework training for volunteers or paid staff hired on a permanent or temporary basis to support emergency related services.

1.6.14 Transition Plans-Resumption of Normal Business

During the initial stages of an emergency the Division Director is responsible for writing a transition plan that identifies how the division will return to normal operations.

The Transition Plan will identify:

- When emergency operations are expected to begin to transition to normal daily business operations
- Critical business processes and in which order they will be brought back "on-line"
- When emergency facilities are expected to close or transition to normal operations
- Who will transition and the roles that management and other staff will assume
- What equipment and supplies will be returned or retained and where that equipment or those supplies will be located
- How and when partner agencies will be contacted and informed of the division's intent to return to normal operations
- The role of partners in future activities
- Unresolved emergency related tasks and who will complete those tasks
- Current or pending issues that will need to be resolved in the future.

The Division Director, with the support of the State Office Recorder, will implement the Transition Plan, collect After Action Reports from Emergency Response Staff, collate those findings and write a comprehensive After Action Report to be delivered to the DHS Crisis Management Team and the DHS Executive Director.

1.7 Exercises and Evaluation

The Department of Human Services Business Continuity Plan mandates that each Business Continuity Plan will be exercised on a regular basis to uncover and remedy any potential shortcoming. Exercises should be conducted when:

1. A major revision is made to the Plan
2. Additional production systems are implemented
3. When significant changes in systems software or data communications have occurred
4. When the preparedness level of teams must be verified.

DCFS Administration recommends that joint exercises between the State Office and each region be conducted two times per year. The purpose of any exercise is to:

- Validate the plan
- Identify and correct omissions, discrepancies or errors in the assumptions, strategies, or actions of the plan
- Confirm that the plan has been updated to reflect actual recovery needs
- Determine the state of readiness of the emergency management organization to respond to and cope with any emergency
- Verify the readiness of primary functional supervisors
- Verify that recovery inventories are adequate to support the recovery of mission-critical functions
- Verify that teams are capable of fulfilling their responsibilities
- Verify that communication between functions is adequate.

The DCFS Deputy Director over Constituent Services, Program and Practice Improvement, and Professional Development will be responsible for scheduling exercises. Regions may exercise the plan independently but should notify the Division Director before the exercise takes place.

The types of exercises to be conducted include:

- Orientation-An overview or introduction that is usually presented as an informal discussion in a group setting or via web-based training.

- Tabletop Exercise-A simulation of an emergency in a stress-free environment. It is designed to elicit constructive discussion as participants examine and resolve problems based on existing Emergency Operations Plans.

- Drill-A coordinated, supervised activity normally used to test a single specific operation or function in a single agency or facility. Drills are used to provide training with new equipment, to develop new policies or procedures, or to practice and maintain current skills.

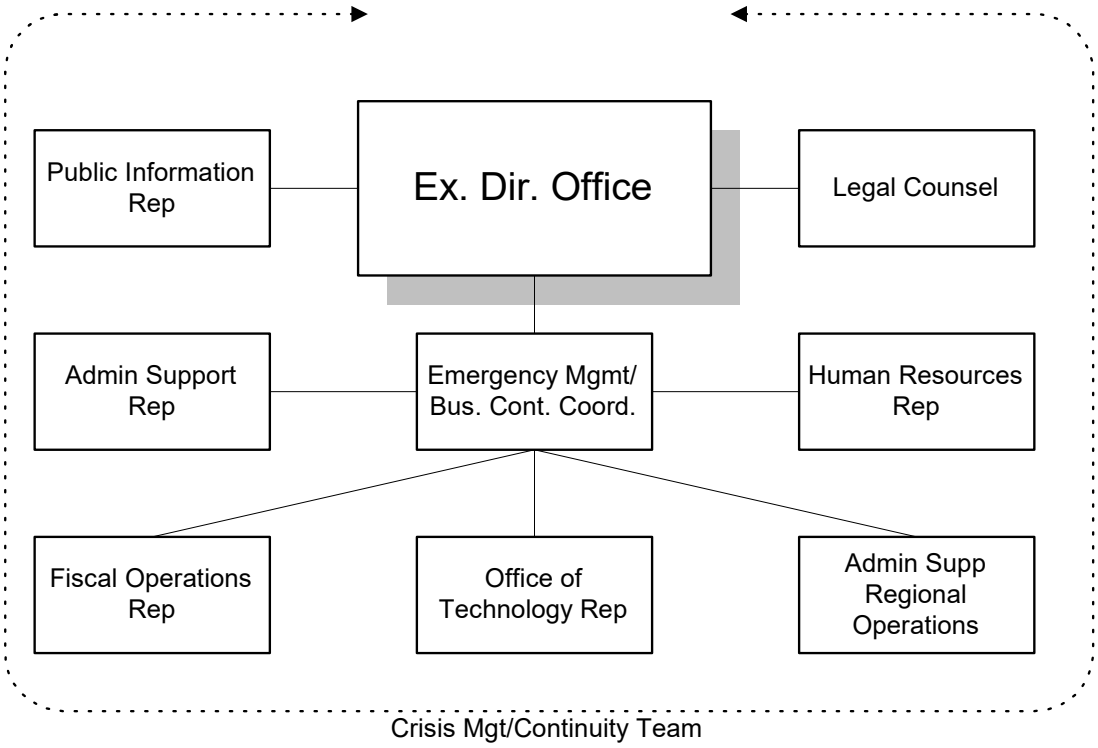
- Full-Scale Exercise-A test of all functions in a setting that is as close to a real disaster as possible. It includes dispatching personnel and resources into the field to simulate response activities and is designed to evaluate the operational capability of emergency management systems in a highly stressful environment simulating actual response conditions.

Any of the foregoing exercise types may be announced or unannounced. Unannounced exercises will generally be used to test notifications and other simulations. Announced exercises will generally be used for structured walk-through and tactical type exercises.

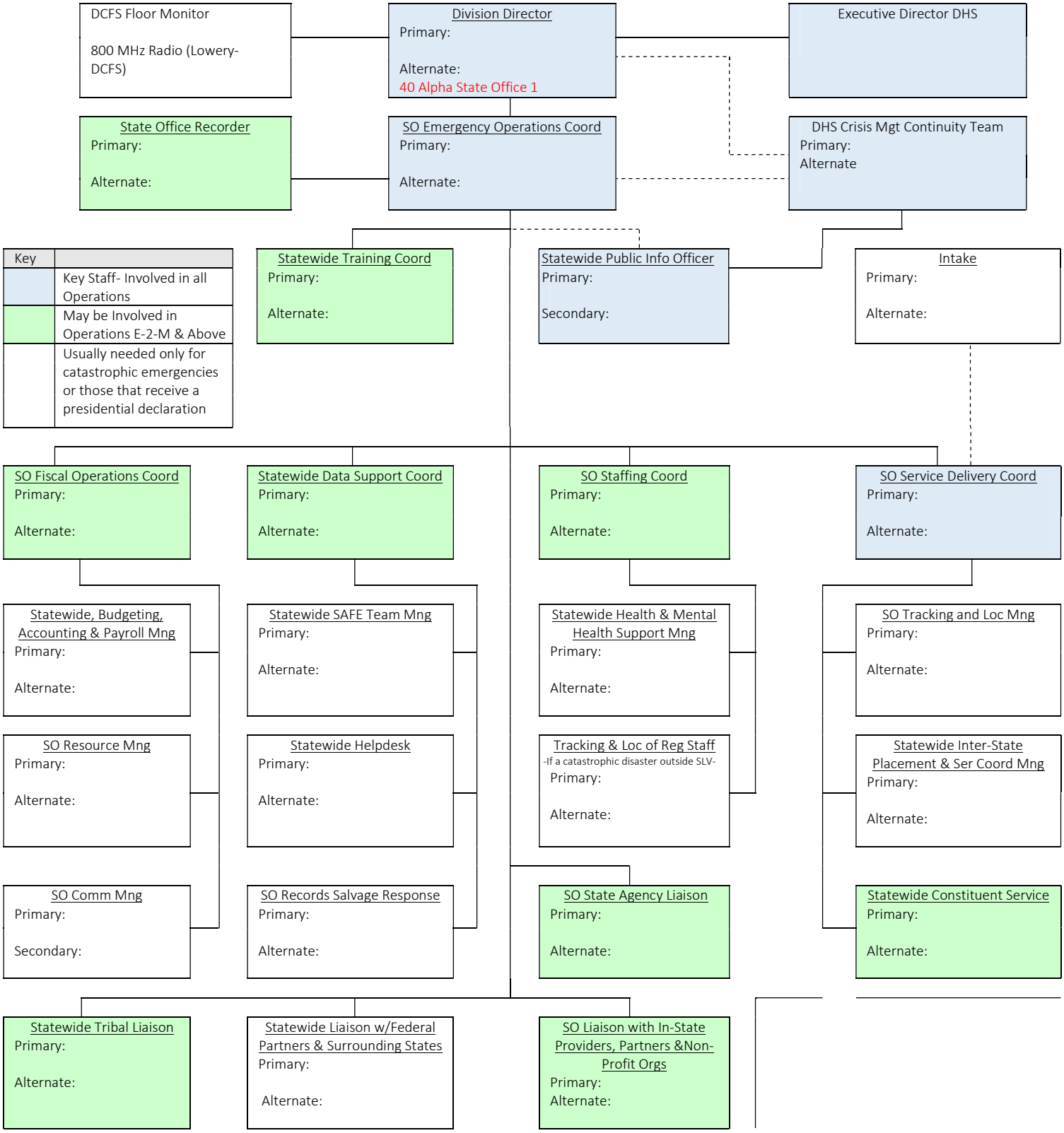
Exercise planners will provide sufficient time following an exercise for participants to discuss the outcomes of the exercise. Planners will develop recommendations for plan improvement following this “debriefing” and forward those recommendations to DCFS Administration for their approval.

Appendix

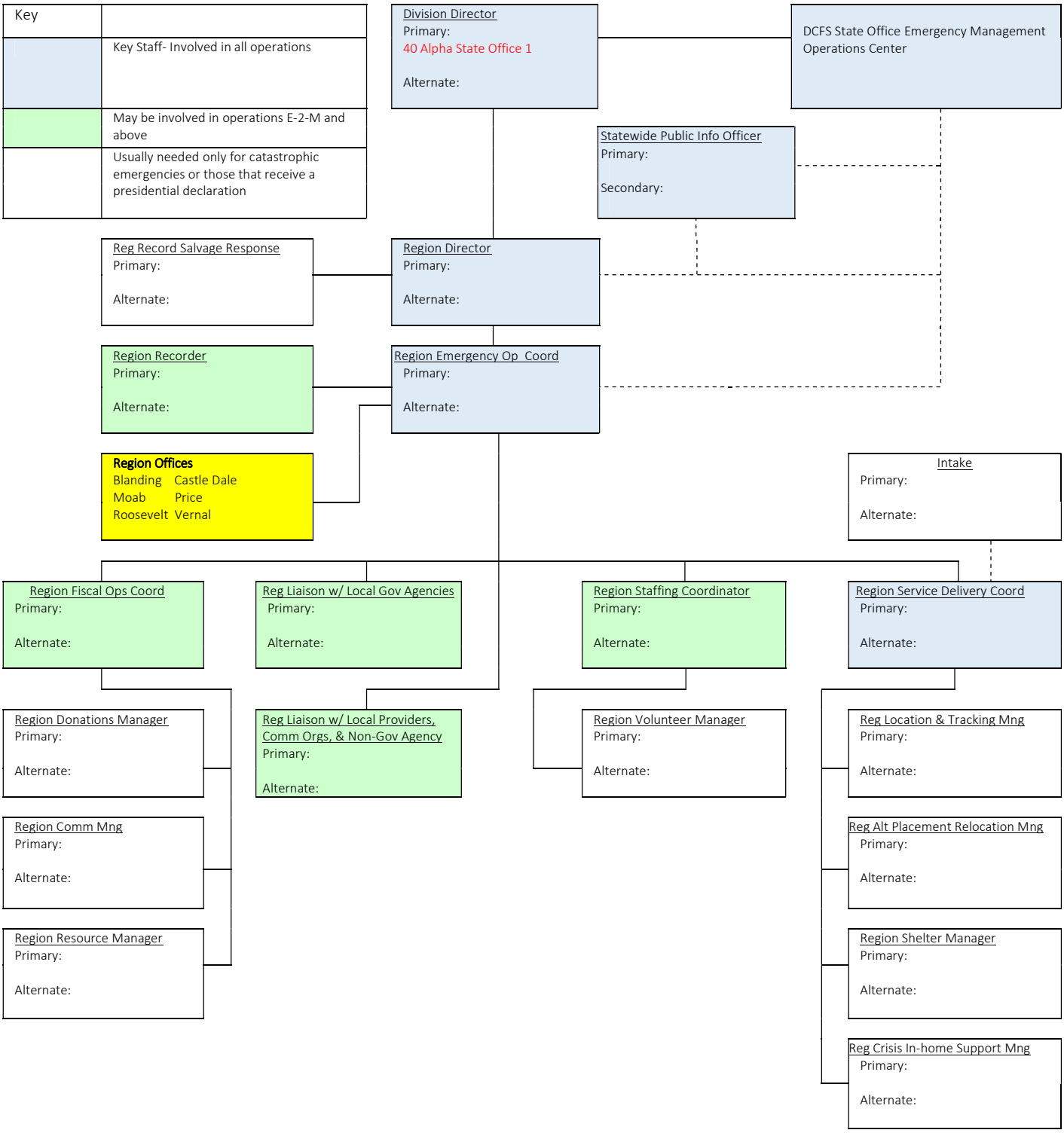
Appendix 1-Department of Human Services Emergency Management Structure



Appendix 2-DCFS State Office (SO) Emergency Management Structure Example



Appendix 3-Region Office Emergency Management Structure Example



Appendix 4-Position Responsibilities:

State Office Position Responsibilities

Division Director
Supervised by: Executive Director Department of Human Services

Primary	
Alternate	

- ☐ Attempt to make contact with the Region Director in the affected region
- ☐ Approve or revise the Region Emergency Management Structure recommended by the Region Director
- ☐ Contact the State Office Emergency Operations Coordinator and jointly determine the State Office Emergency Management Structure to be utilized
- ☐ Contact the Department of Human Services Executive Director and provide a status report
- ☐ Contact the Department of Human Services Public Information Officer and provide a status report.
- ☐ Liaison with DHS Crisis Management/Continuity Team and provide status reports
- ☐ Liaison with state legislators and stakeholders as necessary
- ☐ Oversee and control normal business operations.
- ☐ Identify when and how the division will return to normal operations and write and distribute a Transition Plan
- ☐ Review and distribute the summary of the After Action Report (compiled by the Staffing Coordinator) to the DHS Crisis Management Team and DHS Executive Director

State Office Emergency Operations Coordinator
Supervised by: DCFS Division Director

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency and recommended response level from the Division Director
- ☐ Initiate the State Office Emergency Response Plan in the absence of the Director
- ☐ With the Division Director, determine the State Office Emergency Management Structure and determine essential staff required to support emergency operations
- ☐ Identify the location of the DHS or DCFS emergency operations headquarters (determine alternate operations headquarters if necessary)
- ☐ Notify (with support from the Staffing Coordinator) needed coordinators and request they respond to the operation headquarters
- ☐ Contact Region Emergency Operations Coordinator(s) and assess their needs
- ☐ Develop an emergency specific plan that identifies the impact of the incident, outlines the management structure to be used to respond, estimates the expected length of operations, outlines the DCFS response, identifies additional state and federal resources needed to provide services, and estimates the costs of operations and emergency related services
- ☐ Manage the daily activities of State Office Coordinators and support Region Emergency Operations Coordinators
- ☐ Hold daily staff meetings and obtain regular status reports
- ☐ Attend DHS Crisis Management/Continuity Team meetings to coordinate activities and provide status reports in the absence of the Division Director
- ☐ Work with Coordinators to identify resources needed, determine if those resources can be supplied and are potentially reimbursable by other state or federal agencies (including FEMA), and consult with the Emergency Management Business Continuity Coordinator on the DHS Crisis Management Team before submitting requests for resources to those agencies
- ☐ Relay specific needs of the DHS Crisis Management/Continuity Team to the DCFS State Office Emergency Management Team and Region Emergency Operations Coordinators
- ☐ Provide the Division Director status reports on costs of emergency operations and proposed alternative operations
- ☐ Authorize acquisition of necessary supplies and equipment
- ☐ Document and report concerns and successes resulting from emergency operations and develop solutions and strategies to deal with each

State Office Recorder
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Document emergency operation activities and the timeframe in which activities occur
- ☐ Identify and document critical activities that have or have not been accomplished
- ☐ Collect and register all situation reports (sitreps) submitted by regions or from the DHS Crisis Management Continuity Team
- ☐ Disseminate activity logs daily to members of the Emergency Operations Team
- ☐ Communicate problems or concerns that have not been resolved
- ☐ Identify and communicate critical activities that have not yet been accomplished

State Office Fiscal Operations Coordinator
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of operations from the State Office Emergency Operations Coordinator
- ☐ Determine the Financial Operations management structure and determine essential staff required to support emergency operations
- ☐ Notify (with the assistance of the Staffing Coordinator) needed managers and request they respond to the operation headquarters
- ☐ Contact Region Fiscal Operations Coordinator(s) and assess their needs
- ☐ Develop an emergency specific financial plan that identifies the fiscal operations management structure, additional state and federal financial and material resources needed to provide services, and an estimate on the expected costs of operations and emergency related services
- ☐ Manage the daily activities of financial management staff including the Statewide, Budgeting, Accounting and Payroll Manager, Facilities Manager, Supplies Manager, and Communications Support Manager
- ☐ Work with the DHS Crisis Management Team and OFO to develop and implement uniform internal fiscal and operations policies, standards, and procedures
- ☐ Work with the DHS Crisis Management Team and OFO to monitor state and federal disaster fiscal guidelines and policies and state and federal fiscal reporting requirements
- ☐ Develop and disseminate interpretive guidelines as necessary to regions and State Office Emergency Operations Center staff
- ☐ Identify emergency operations and service delivery costs that may be refundable by FEMA under the Stafford Act
- ☐ Develop monitoring tools and standards to audit emergency operation expenditures
- ☐ Act as the primary contact for external auditors
- ☐ Support Region Fiscal Operations Coordinators
- ☐ Hold daily staff meetings and obtain regular status reports from managers
- ☐ Provide a daily status report on activities and costs of emergency operations to the State Office Emergency Operations Coordinator

Statewide Budgeting Accounting and Payroll Manager
Supervised by: State Office Fiscal Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency and recommended response level from the State Office Emergency Operations Coordinator
- ☐ Forecast emergency operations funding requirements
- ☐ Process and document all emergency operations related vendor payments and employee reimbursements
- ☐ Work with the State Office Fiscal Operations Coordinator, DHS Fiscal Operations, OFO, or Administrative services to assure timely payment of vendor invoices
- ☐ Work with the State Office Fiscal Operations Coordinator, DHS Fiscal Operations, and OFO to assure timely payment of employees
- ☐ Provide instructions to regions should alternate accounting procedures be implemented
- ☐ Maintain a record of primary points of contact for vendors providing goods or services that support emergency operations
- ☐ Prepare and present emergency operation financial reports to the division, and department, or to other state offices as required
- ☐ In the event an emergency receives a Presidential declaration, forward requests for reimbursement of emergency related expenses to DHS-OFO and/or DEM for submission to FEMA
- ☐ Provide assistance to regions to assure timely emergency payments to providers

State Office Resource Manager
Supervised by: State Office Fiscal Operations Coordinator

Primary	
Alternate	

Note: In a catastrophic disaster this function may need to be split into three separate functions "Supplies and Equipment", "Transportation", and "Facilities."

General

- ☐ Obtain a report on the status of the emergency and recommended response level from the Fiscal Operations Coordinator
- ☐ Contact Region Resource Managers and obtain a status report

Supplies and Equipment

- ☐ Inventory office supplies and other resources already in stock in the State Office
- ☐ Forward all requisitions for purchase, repair, or replacement of supplies or resources to the State Office Fiscal Operations Coordinator
- ☐ Upon the approval of the State Office Fiscal Operations Coordinator, purchase additional supplies when needed and log them in for use
- ☐ Identify resources needing repair or replacement and schedule repairs or file appropriate paperwork for replacement
- ☐ Periodically inventory and track the use of supplies

Transportation

- ☐ Coordinate the use of state owned vehicles with the DHS Crisis Management Team and the DHS Bureau of Administrative Services Transportation Office
- ☐ Keep a log of all state owned vehicles being used by DCFS staff, including their destination and the time and date the vehicle was checked-out and checked in
- ☐ Request authorization from the State Office Fiscal Operations Coordinator for rental of vehicles
- ☐ Work with Coordinators to assure that all owners of POVs used for business purposes have adequate insurance to cover any liability in case of an accident

Meals

- ☐ Work with the DHS Crisis Management Team Logistics representative to free up MRE's for consumption by State Office Staff.
- ☐ When MRE's are not available determine if local non-profits or other Mass Care organizations are capable of delivering meals to staff.
- ☐ When MRE's or meals through organizations providing Mass Care are not available, obtain approval from the State Office Fiscal Operations Coordinator and coordinate the purchase and delivery of meals from local food vendors

Facilities

- ☐ Coordinate safety inspections of DCFS facilities with the DHS Crisis Management Team's Region Support Representative and the Division of Facilities Construction and Management
- ☐ Support the assessment of damage to Domestic Violence Shelters and Residential Care Facilities by processing requests for inspections of facilities through the DHS Crisis Management Team or through the Department of Administration Division of Construction and Facilities Management
- ☐ Document the status of all DCFS and external partner facilities and pass the status report to the DHS Crisis Management Team's Region Support Representative
- ☐ When necessary, facilitate the move from primary State Office facilities to secondary or tertiary facilities including inspection of alternate facilities, scheduling the date of occupation, assignment of workspaces and coordination of transfer of goods and materials to the new site
- ☐ Process requests for rent or lease of buildings through the DHS Crisis Management Team who will coordinate the lease or rental of buildings with the Division of Construction and Facilities Management.
- ☐ Regularly survey facilities used for emergency operations and report any damage to the State Office Fiscal Operations Coordinator
- ☐ Assure that buildings are regularly maintained and housekeeping is performed

State Office Communications Manager
Supervised by: State Office Fiscal Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency and recommended response level from the State Office Fiscal Operations Coordinator
- ☐ Contact Region Communications Managers to obtain a status report and assess their communication needs
- ☐ Inventory communication equipment already in stock in the State Office
- ☐ When purchase of additional equipment is needed identify local vendors who can meet the need, obtain authorization for the purchase from the State Office Fiscal Operations Coordinator, and pass that authorization and request to the State Office Resource Manager for processing
- ☐ Identify resources needing to be repaired or replaced and coordinate with the State Office Resource Manager all repairs or replacements.
- ☐ Keep a log of all state or privately owned communication equipment being used by DCFS staff including the time and date the equipment was placed in services or checked in by the user
- ☐ Develop and disseminate a list that includes telephone contact numbers for each member of the Emergency Management Team
- ☐ Keep a daily log of equipment in use and periodically inventory and inspect equipment for damage
- ☐ If communications between affected areas, regions, or the State Office is not possible, establish a route of delivery and manage "runners" to transmit communications to and from DCFS units

State Office Data Support Coordinator
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency and recommended response level from the State Office Emergency Operations Coordinator
- ☐ Assist the State Office and Region Emergency Operations Coordinator in assessing the needs of children and families immediately following an emergency
- ☐ Liaison with State Office or Region DTS staff to coordinate repair or maintenance of data systems and equipment.
- ☐ With the State Office and Region Emergency Operations Coordinator identify data that will support the assessment of impact of a disaster on children and families or that can be used to track or support emergency operations
- ☐ Identify new data needed to track emergency operations and services provided
- ☐ Develop information gathering tools that will support collection of new data needed
- ☐ Authorize and monitor disaster related research conducted by internal or external agencies
- ☐ Hold daily staff meetings and manage the daily activities of the Statewide SAFE Team and Statewide Helpdesk
- ☐ Provide a daily written report of activities to the State Office Emergency Operations Coordinator

Statewide SAFE Team Manager
Supervised by: State Office Data Support Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency and recommended response level from the Statewide Data Support Coordinator
- ☐ Assess damage to State Office data systems and equipment
- ☐ Contact Region Resource Managers to assess damage to computer systems and the region's ability to access SAFE
- ☐ Estimate damage and provide probable time frames for resumption of normal operations
- ☐ Relay specific needs identified by regions to the Statewide Data Support Coordinator
- ☐ Maintain contact with Department of Technology Services to determine status of computer support
- ☐ Notify users of tests of critical applications

Statewide Helpdesk
Supervised by: State Office Data Support Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency and recommended response level from the Statewide Data Support Coordinator
- ☐ Notify staff of the status of SAFE and other data management programs, accessibility of SAFE modules, and projected down time for SAFE support
- ☐ Respond to user queries regarding emergency data support
- ☐ Log user problems, date and time, the status of the problem, and provide a daily written report of activities to the Data Support Coordinator
- ☐ Provide problem diagnosis, guidance, and assist in resolving users' needs

State Office Record Salvage Response Team
Supervised by: State Office Data Support Coordinator

Primary	
Alternate	

- ☐ Obtain a Report on the status of the emergency from the Statewide Data Support Coordinator
- ☐ Using available resources assess damage to paper documents and records
- ☐ Initiate salvage/conservation of affected documents and records

State Office Staffing Coordinator
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report from the Emergency Response Coordinator on the status of the emergency, the recommended response level, and determine essential staff required to support emergency operations
- ☐ Assist the State Office Emergency Operations Coordinator and Region Coordinators in the selection and notification of Coordinators and Managers to assist operations
- ☐ Support activities of Region Staffing Coordinators
- ☐ Relay specific staffing needs to the State Office Emergency Operations Coordinator
- ☐ Develop an emergency specific plan that identifies the staffing structure and identify the need for additional staff that may be needed to support emergency operations
- ☐ Locate and activate staff from other regions if sufficient staff are not available to support Region or state office operations
- ☐ Determine if contract providers, or other departments or division are able to release staff to assist DCFS emergency operations
- ☐ Coordinate volunteer recruitment activities with the State EOC or other state departments or divisions
- ☐ Manage the daily activities of Statewide Health and Mental Health Support Manager, and Staff Location and Tracking Manager
- ☐ Coordinate staff member's status with their Human Resource Associate
- ☐ Make contact with State Office staff not involved in emergency operations to determine personal status and coordinate activities of staff supporting emergency operations with staff maintaining normal business operations
- ☐ Identify means to inform a staff members family of the status of the staff member when the staff member is not able to contact family
- ☐ Coordinate travel and reimbursement of staff that travel to an affected region from a region (or the State Office) that has not been affected
- ☐ Hold daily staff meetings and obtain regular status reports
- ☐ Attend Emergency Operations Headquarters staff meetings to coordinate activities and provide a status report on statewide staffing of emergency operations
- ☐ Distribute blank copies of the After Action Report to emergency response staff and compile completed summaries into a single document to be distributed to the DHS Crisis Management Team and DHS Executive Director

Statewide Health and Mental Health Support Manager
Supervised by: State Office Staffing Coordinator

Primary	
Alternate	

- ☐ Obtain a status report from the State Office Staffing Coordinator
- ☐ Assess or evaluate the medical and mental health status of staff assigned to disaster operations
- ☐ Coordinate mental health needs of staff and individuals affected by the emergency with DSAMH, the Department of Health, or ESF 8
- ☐ Make recommendations regarding the reassignment of disaster operation staff experiencing medical or mental health problems
- ☐ Activate Peer Support Staff when necessary
- ☐ Assist in conflict resolution should conflicts between emergency support personnel occur
- ☐ Identify or provide needed debriefings and coordinate those debriefings with DSAMH
- ☐ Provide support to the State Office and Region Service Delivery Coordinator as they evaluate medical or mental health needs of children or families and make recommendations that will help resolve those needs

Staff Location and Tracking Manager (for staff outside of the Salt Lake Area)
Supervised by: State Office Staffing Coordinator

Primary	
Alternate	

(For catastrophic events that do not affect the Salt Lake Valley)

- ☐ Obtain a status report from the State Office Staffing Coordinator
- ☐ Accept calls from region staff evacuated or evacuating from the affected area and obtain information about where they have evacuated to as well as a telephone number or e-mail address where emergency operations staff can contact the employee should communication with the employee be necessary
- ☐ Work with the Southwest Region Staff Location and Tracking Manager, supervisors, and the DHS staff hotline to track the location of State Office staff
- ☐ Contact a staff member's Human Resources (HR) Associate to determine if any Human Resource policies or procedures affect a staff member's employment, benefits, or work status
- ☐ Log all information received and report on employees status to the State Office Staffing Coordinator

State Office Service Delivery Coordinator
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency and recommended response level from the State Office Emergency Operations Coordinator
- ☐ Determine the service delivery management structure and determine essential staff required to support emergency operations
- ☐ Notify needed managers (with support from the Staffing Coordinator) and request they respond to the operation headquarters
- ☐ Contact Region Service Delivery Operations Coordinator(s) and assess their needs
- ☐ Contact the Statewide Data Support Coordinator to:
  - ☐ Identify how many children live in the affected area
  - ☐ Identify how many children and families receiving DCFS services live in the affected area
  - ☐ Develop an emergency specific service delivery plan that identifies the service delivery management structure, additional state and federal financial and material resources needed to provide services, and an estimate on the costs of emergency related services (passing that estimate to the Financial Operations Coordinator)
  - ☐ Manage the daily activities of the Statewide Inter-State Placement and Service Coordination Manager, State Office Location, and Tracking Manager
  - ☐ At the recommendation of the Tracking and Location Manager and/or Constituent Service Manager approve or disapprove the initiation of 1-800 or 1-886 tracking and location hotline and pass that recommendation to the State Office Emergency Operations Coordinator
  - ☐ Determine if inter-state memorandums of understanding should be activated and coordinate activation of those MOUs with the Statewide Liaison with Federal Partners and Surrounding States
  - ☐ Coordinate intake of separated, unattended, orphaned, or other at-risk children with Intake
  - ☐ With the State Office State Agency Liaison and Statewide Liaison with Federal Partners, determine what new financial or other assistance may be available to clients from agencies providing emergency services
  - ☐ Coordinate emergency related activities with service delivery staff maintaining normal business
  - ☐ Hold daily staff meetings and obtain regular status reports from managers
  - ☐ Obtain daily reports from Region Service Delivery Coordinators and support their operations as needed
  - ☐ Provide a daily written report of activities to the State Office Emergency Operations Coordinator

Statewide Inter-State Placement and Service Coordination Manager
Supervised by: State Office Service Delivery Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency and recommended response level from the State Office Service Delivery Coordinator
- ☐ Contact the State Office and Region Location and Tracking Managers to determine how many children in custody, the person(s) responsible for those children, or families receiving in-home services have spontaneously evacuated to another state
- ☐ Contact the ICPC Administrator in states where children and their families have evacuated to inform them of the number of children/families that are known to have evacuated to that state
- ☐ In the event that communications are not possible with a receiving state, coordinate with the State Office State Agency Liaison to request that the State EOC contact ICPC administrators in surrounding states
- ☐ In cases where children in custody the person(s) responsible for those children, or families receiving in-home services from another state evacuate to Utah, make contact with the sending state's ICPC Administrator and process paperwork as appropriate
- ☐ If a region has not been notified that a child in custody of another state, their foster family, or a family from another state receiving in-home services has relocated to their area, contact the region to which the child/family has evacuated and notify them of the child's presence
- ☐ If a child that that evacuated from another state is taken into custody in Utah and intends to return to their original home, coordinate with the originating state to facilitate the child's return
- ☐ In the event of an emergency in Utah or surrounding state contact the State Office Service Delivery Coordinator and Statewide Liaison with Federal Partners and Surrounding States to determine if any interstate MOUs apply
- ☐ Coordinate with the Division Director, State Office Service Delivery Coordinator and Statewide Liaison with Federal Partners and Surrounding States to develop a request for a waiver of those outcome measures If reporting timeframes cannot be met

State Office Location and Tracking Manager
Supervised by: State Office Service Delivery Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency from the State Office Service Delivery Coordinator
- ☐ Assess whether the Statewide Constituent Services Manager or region outside of the affected area can accept calls from children and/or families that have relocated and is able to track the location of those children
- ☐ If the Statewide Constituent Services Manager or another region cannot handle the call volume from children and/or families that have relocated determine if a 1-800 or 1-866 call center number needs to be established to accept calls from families that have relocated outside of an affected area
- ☐ Work with the State Office Resource Manager to establish call centers in regions or contracted with through an in or out of state call center
- ☐ When the National Emergency Child Locator Center (NECLC) has been activated, coordinate with them to ascertain if any children in DCFS custody are on the NECLC list of children missing or found
- ☐ Contact the Region Location and Tracking Manager and request they (or the caseworker) make contact with the child or family if a child is on the NECLC list and has been located
- ☐ Set up a system to track children relocating within the region or moving from one region to another following an emergency.
- ☐ In a situation where a family and/or child has relocated from one region to another, assure that the receiving region has made contact with the family
- ☐ Coordinate with regions to assure that a child moving from one region to another is contacted by the receiving region.
- ☐ Coordinate with regions to assure that a child or family's case file is transferred to another region when a family expects the relocation to be long-term or permanent
- ☐ Contact the Statewide Inter-State Placement and Service Coordination Manager and request he/she make contact with the receiving state if a child in custody, their foster family, or a family receiving in-home services has evacuated to a location out of state
- ☐ Contact the Statewide Inter-State Placement and Service Coordination Manager if a child in custody of another state and in a Utah foster care placement needs an alternate placement
- ☐ Obtain daily Location and Tracing Reports from the Region Service Delivery Coordinators and support their operations as needed
- ☐ Provide a daily written report of activities to the State Office Service Delivery Coordinator

Statewide Constituent Services Manager
Supervised by: State Office Service Delivery Coordinator

Primary	
Alternate	

- Obtain a report on the status of the emergency and recommended response level from the State Office Emergency Operations Coordinator
- Identify numbers of staff needed to respond to the volume of calls for support and report staffing needs to the State Office Staffing Coordinator
- Receive and respond as appropriate to inquiries regarding children in custody, the person(s) responsible for those children, or families receiving in-home services including calls from families seeking shelter
- Coordinate caller concerns with appropriate emergency management staff or when appropriate, refer callers to Region or State Office emergency operations staff
- When callers inquire about shelter, identify the location to which the family will evacuate to and provide that information to the State Office Location and Tracking Manager
- In smaller emergency operations, receive calls from individuals or families supporting children in custody or families receiving in-home services that have evacuated the affected area, identify their location and contact numbers and pass that information to the State Office and Region Location and Tracking Manager, Region Shelter Manager, and/or Region Crisis In-home Support Manager Support Manager
- Provide input to staff with regard to safety of DCFS children in custody, the person(s) responsible for those children, or families receiving in-home services. Document caller concerns and provide daily reports to the State Office Emergency Operations Coordinator

DHS Public Information Officer*
Supervised by: DHS Crisis Management Team Leader

Primary	
Alternate	

*The role of the Public Information Officer is outlined in the DHS Emergency Management and Business Continuity Plan. Responsibilities include:

- Contact the DCFS Division Director or State Office Emergency Operations Coordinator for a status report and to appoint Region Public Information Coordinators
- Assess the need to release information to the public regarding DCFS operations
- Gather information about DCFS response and recovery activities
- Develop and produce information for dissemination by DHS or DCFS to the print and broadcast media
- Be the primary point of contact for DCFS or identify a chief spokesperson for DCFS (usually the Division Director)
- Ensure that non-English speaking populations receive accurate and timely information about DCFS response and recovery activities through appropriate media and in their languages to the extent possible
- Originate and coordinate departmental information released to the media and the public by planning and delivering print and broadcast media releases, public service campaigns, video documentation, surveys, special productions
- Provide support at public meetings and presentations given by emergency response staff
- Represent DHS and DCFS at the DEM Joint Information Center (JIC)

Statewide Training Coordinator
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency and recommended response level from the State Office Emergency Operations Coordinator
- ☐ Identify the Emergency Response Structure and contact the Statewide Data Support Coordinator to assess the impact of the emergency.
- ☐ Develop and conduct:
  - An orientation to the emergency including information about the geographical area affected, the number of individuals/families affected, the effect of the emergency on DCFS operations, the organizational structure in place to support emergency services, and any cultural or demographic issues that affect the delivery of services,
  - As appropriate, an abbreviated new casework training for volunteers or paid staff hired on a permanent or temporary basis to support emergency related services
- ☐ Plan and conduct volunteer orientation and training sessions
- ☐ Document the date and time of all training activities as well as all individuals that attend training

Statewide Liaison with Federal Partners and Surrounding States
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency from the State Office Emergency Operations Coordinator
- ☐ Represent DCFS on boards, committees, or at ad-hoc meetings coordinated by or that involve federal partners or surrounding states
- ☐ Negotiate or activate Memoranda of Understanding or Agreements with surrounding states that address the needs of children in custody, the person(s) responsible for those children, or families receiving in-home services that have evacuated to surrounding states
- ☐ Maintain contact with federal partners and discuss the emergency's impact on outcome measures and, if appropriate, request a temporary waiver of selected outcome measures
- ☐ If non-traditional placements are required, contact ACYF to determine if a children's eligibility for IV-E or other program reimbursement will be affected (in order to retain IV-E or other funding, the liaison, at that liaison's discretion, may request a waiver of IV-E or other rules or regulations)
- ☐ Work with federal partners to determine if service delivery outcome measures, division reporting requirements, or other federal mandates will be deferred and request waivers of those requirements when appropriate
- ☐ Provide regular updates to federal partners and surrounding states regarding emergency operations and the status of services provided to children and families
- ☐ Relay material resources or technical support needs to federal partners
- ☐ Document the date and time of all contacts

State Office Liaison with In-State Providers, Partners and Non-Profit Organizations
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency from the State Office Emergency Operations Coordinator
- ☐ Represent DCFS on boards, committees, or at ad-hoc meetings coordinated by or that involve service providers and community organizations
- ☐ Assess needs of service providers and other community organizations and report those needs to the State Office Emergency Operations Coordinator.
- ☐ Determine the service provider or community organization's capability to provide expanded services to children and families
- ☐ Provide updates to service providers and community organizations on division emergency response activities
- ☐ Coordinate with Region Resource Managers and the State Office Resource Manager should service providers or community agencies require inspection of their buildings or physical resources
- ☐ Coordinate with the Statewide Liaison with Federal Partners and Surrounding States and the State Office State Agency Liaison to support provider or community organization requests for FEMA assistance for repair or replacement of facilities http://www.fema.gov/government/grant/pa/9521_3.shtm
- ☐ Document the date and time of all contacts

Statewide Tribal Liaison
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency from the State Office Emergency Operations Coordinator
- ☐ Represent DCFS on boards, committees, or at ad-hoc meetings coordinated by or that involve tribes and that address the needs of, or services provided to Native American children or families affected by an emergency
- ☐ Communicate with tribal agencies and governments on a regular basis to update them on division emergency response and recovery activities
- ☐ Coordinate services delivered by tribes with those provided by the division.
- ☐ In cooperation with the Region Location and Tracking Manager, Region Alternate Placement Relocation Manager, and State Office Location and Tracking Manager track Native American children placed in an alternate placement, that evacuate outside the affected area, or that have special emergency related needs
- ☐ Monitor FEMA Public Assistance to tribes (see http://www.fema.gov/government/grant/pa/9521_4.shtm) and report on assistance provided to the State Office Emergency Management Team
- ☐ Document the date and time of all contacts

State Office State Agency Liaison
Supervised by: State Office Emergency Operations Coordinator

Primary	
Alternate	

- ☐ Obtain a report on the status of the emergency from the State Office Emergency Operations Coordinator
- ☐ Represent DCFS on boards, committees, or at ad-hoc meetings coordinated by or that involve other state agencies
- ☐ Contact the Office of Education to determine which schools are open and whether services to children in custody are in available.
- ☐ Contact the Region Liaison with Local Government Agencies and identify issues related to education of children in custody and coordinate with the State Office of Education to remedy those issues
- ☐ Contact the Office of the Juvenile Court to identify court facilities affected by the disaster, determine if the juvenile court is capable of adjudicating child welfare cases, and ascertain if the court is planning to relocate or conduct hearings utilizing other technical means
- ☐ Determine if courts are able to adequately process and store records as well as determine if there are any confidentiality issues that may arise due to changing of court venues or procedures
- ☐ As requested, work with the Department of Public Safety, through the Emergency Operations Center, to address department or division needs as well as the needs of children and families.
- ☐ In coordination with the Statewide Health and Mental Health Support Manager and Region Liaison with Local Government Agencies identify mental health needs of children in custody, the person(s) responsible for those children, or families receiving in-home services and communicate those needs to the Division of Substance Abuse and Mental Health or, in a presidential declared emergency, the ESF-6 representative at the State EOC
- ☐ In coordination with the Statewide Health and Mental Health Support Manager identify health needs of children in custody, the person(s) responsible for those children, or families receiving in-home services and communicate those needs to the Department of Health or, in a presidential declared emergency, the ESF-8 representative at the State EOC
- ☐ If other needs exist and need to be coordinated with another state agency, contact the appropriate department and attempt resolution, or report those needs to the State Office Emergency Operations Coordinator who will communicate those needs to the DHS Crisis Management Team
- ☐ Relay information about state agency support available to children or families to the State Office Emergency Operations Coordinator and State Office Service Delivery Coordinator
- ☐ Document the date and time of all contacts

Region Position Responsibilities

Region Director
Supervised by: DCFS Division Director

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Attempt to make contact with the DCFS Division Director and provide a status report
- ☐ Activate the Region Emergency Operations Coordinator and provide a status report
- ☐ Determine the Region Offices Emergency Management Structure to be utilized and obtain the Division Director's approval of that structure
- ☐ Identify and designate the location Region Office Emergency Operations Headquarters
- ☐ Make contact with and provide a status report to the DHS Public Information Coordinator
- ☐ Liaison with local and county government officials as well as state legislators or officials visiting the affected area
- ☐ Assess damage to paper documents/case files and appoint a Region Record Salvage Response Team to mitigate damage
- ☐ Oversee and control normal business operations
- ☐ Identify when and how the region will return to normal operations and write and distribute (to the Division Director) a Transition Plan
- ☐ Distribute a the completed summary of After Action Reports (in coordination with the Region Staffing Coordinator) to the Division Director

Region Record Salvage Response Team
Supervised by: State Office Data Support Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency from the Statewide Data Support Coordinator
- ☐ Using available resources assess damage to paper documents and records
- ☐ Initiate salvage/conservation of affected documents and records

Region Emergency Operations Coordinator
Supervised by: Region Director

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency and recommended response level from the Region Director
- ☐ With the Region Director, identify the location of the DCFS emergency operations headquarters (determine alternate operations headquarters if necessary)
- ☐ With the Region Director, determine the Region Emergency Management Structure and determine essential staff required to support emergency operations
- ☐ Notify (in coordination with the Region Staffing Coordinator) needed coordinators and request they respond to the operation headquarters
- ☐ Contact the State Office Emergency Operations Coordinator and provide a situation report
- ☐ Contact the local government Emergency Operations Center and provide a liaison to that team if requested
- ☐ Develop an emergency specific plan that identifies the impact of the incident, outlines the management structure to be used to respond, estimates the expected length of operations, outlines the DCFS response, identifies additional state and federal resources needed to provide services, and estimates the costs of operations and emergency related services
- ☐ Manage the daily activities of region coordinators
- ☐ Review emergency response activities with coordinators or office managers in region offices
- ☐ Hold daily staff meetings and obtain regular status reports
- ☐ Provide daily status reports to the DHS Public Affairs Officer
- ☐ Relay specific needs identified by regions to the State Office Emergency Management Coordinator
- ☐ Provide the Region Director with status reports on costs of emergency operations and proposed alternative operations
- ☐ Authorize acquisition of necessary supplies and equipment
- ☐ Document and report concerns and successes resulting from emergency operations and develop solutions and strategies to deal with each

Region Recorder
Supervised by: Region Emergency Operations Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Document emergency operation activities and the timeframe in which activities occur
- ☐ Identify and document critical activities that have or have not been accomplished
- ☐ Disseminate activity logs daily to members of the Region Emergency Operations Team
- ☐ Consolidate daily sitreps and disseminate them to the Region Director, Region Emergency Operations Coordinator, and State Office Emergency Operations Coordinator
- ☐ Communicate problems or concerns that have not been resolved
- ☐ Identify and report on critical activities that have not yet been accomplished

Region Staffing Coordinator
Supervised by: Region Emergency Operations Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency and recommended response level from the Region Emergency Operations Coordinator and determine essential staff required to support emergency operations
- ☐ Assist the Region Emergency Operations Coordinator in the selection and notification of Coordinators and Managers to assist operations
- ☐ Develop an emergency specific plan that identifies the staffing structure and identify the need for additional staff that may be needed to support emergency operations
- ☐ Relay specific staffing needs to the Region Emergency Operations Coordinator
- ☐ Contact the State Office Staffing Coordinator and provide a status report
- ☐ As approved by the Region Emergency Operations Coordinator, if sufficient region staff are not available to support region operations, make a request of the State Office Staffing Coordinator for staff from other regions
- ☐ Manage the daily activities of the Region Volunteer Manager
- ☐ Contact the Region Human Resources (HR) Associate to determine if any Human Resource Policies or Procedures affect the employment, benefits, or work status of an employee that has evacuated or is evacuating the affected area
- ☐ Make contact with region staff not involved in emergency operations to determine their status and coordinate activities of staff supporting emergency operations with those of staff maintaining normal business operations
- ☐ Identify means to inform a staff member's family members of the status of the staff member when requested or when staff are not able to contact family by other means
- ☐ Coordinate and report to the State Office Staffing Coordinator travel of staff from other regions (or the State Office) that travel to the affected area to support operations
- ☐ Hold daily staff meetings and obtain regular status reports
- ☐ Attend Emergency Operations Headquarters staff meetings to coordinate activities and provide a status report on staffing of emergency operations

Southwest Region Staff Location and Tracking Manager
Supervised by: Region Staffing Coordinator

Region	Southwest
Primary	
Alternate	

*(For catastrophic events that affect the Salt Lake Valley and the State Office)

- ☐ Obtain a status report from the Region Staffing Coordinator
- ☐ Accept calls from staff evacuated or evacuating from areas along the Wasatch Front (or other regions if necessary) and obtain information about where they have evacuated to as well as a contact number where administrators can contact the employee should the region be required to communicate with the employee
- ☐ Log all information received and report on employees status to the Staffing Coordinator

Region Volunteer Manager
Supervised by: Region Staffing Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the from the Region Staffing Coordinator and determine if volunteer support is needed
- ☐ Accept requests from emergency operations coordinators needing volunteer support
- ☐ Manage volunteer applications and maintain a catalog of support offered
- ☐ Greet spontaneous volunteers as they arrive and have them fill out a Volunteer Registration Form
- ☐ Coordinate Background Screenings for volunteers as necessary
- ☐ Determine qualifications of volunteers and assign them support positions as appropriate
- ☐ Coordinate volunteer applications with local Emergency Operations Centers and volunteer organizations
- ☐ Issue appropriate volunteer identification
- ☐ Assign volunteers to worksites and develop a schedule including dates and times volunteers are expected to work
- ☐ Log the names and position filled by volunteers and record days and numbers of hours per day they work or maintain a volunteer database with contact information and service records
- ☐ Recognize volunteers with certificates and other awards

Region Fiscal Operations Coordinator
Supervised by: Region Emergency Operations Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency and recommended response level from the Region Emergency Operations Coordinator
- ☐ Determine the Financial Operations management structure and determine essential staff required to support emergency operations
- ☐ Notify needed managers (with the support of the Region Staffing Coordinator) and request they respond to the operation headquarters
- ☐ Develop an emergency specific financial plan that identifies the fiscal operations management structure, financial and material resources needed to provide services, and an estimate on the costs of planned operations and emergency related services
- ☐ Manage the daily activities of financial management staff including the Region Donations Manager, Region Communications Manager, and Region Resource Manager
- ☐ Develop monitoring tools and standards to audit emergency operation expenditures
- ☐ Act as the primary contact for external auditors
- ☐ Hold daily staff meetings and obtain regular status reports from managers
- ☐ Provide a status report on costs of emergency operations to the Region Emergency Operations Coordinator and State Office Fiscal Operations Coordinator

Region Donations Manager
Supervised by: Region Fiscal Operations Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a status report on emergency operations from the Region Fiscal Operations Coordinator
- ☐ Identify organizations in the community that are accepting donations of clothing, furnishings, and other equipment and supplies
- ☐ Refer individuals wanting to donate clothing, furnishings or other household items to local non-profits that need and are equipped to handle donations
- ☐ Refer the potential donation of bulk items, or the donation of large industrial or commercial equipment, to the State EOC
- ☐ In cases where individuals wishing to open their homes and provide foster care to unattended, separated, or orphaned children, or to children whose placement has been disrupted due to an emergency, log the offer and route those making the offer to the Statewide Constituent Service Coordinator or Region Service Delivery Coordinator
- ☐ Coordinate the transfer of spontaneous donations dropped off at DCFS offices, including food and water, clothing, and household furnishings, to other community agencies
- ☐ Transfer all financial donations to the Statewide, Budgeting, Accounting and Payroll Manager for processing
- ☐ Forward offers of services to children or families to either the Statewide Constituent Service Coordinator or Region Service Delivery Coordinator
- ☐ Forward all offers to volunteer to the Region Volunteer Manager
- ☐ In all instances log the name of the donor (or prospective donor), the date and time of the offer, the type of donation they want to make, and note to whom the donor was referred (or in the instance of a spontaneous donation, the status of the donation)

Region Resource Manager
Supervised by: Region Fiscal Operations Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

General

- ☐ Obtain a report on the status of the emergency and recommended response level from the Region Fiscal Operations Coordinator
- ☐ Make contact with the State Office Resource Manager

Supplies

- ☐ Log in, inventory, inspect, and track all office supplies and other material resources already in stock
- ☐ Identify resources needing to be purchased, repaired or replaced, forward a requisition to purchase, repair, or replace supplies or resources to the Region Fiscal Operations Coordinator and once approved, schedule needed repair or replacement
- ☐ Log in, inventory, inspect, and track all resources purchased, borrowed, and utilized for emergency operations and periodically inventory and track the use of supplies.

Transportation

- ☐ Coordinate the use of state owned vehicles with the State Office Resource Manager
- ☐ Keep a log of all state owned vehicles being used by DCFS staff, including their destination and the time and date the vehicle was checked-out and checked in
- ☐ If additional vehicles are required, request authorization to rent vehicles from the Region Fiscal Operations Coordinator and coordinate the rental of vehicles with the State Office Resource Manager
- ☐ Work with Coordinators to assure that all owners of POVs used for state business have adequate insurance to cover any liability in case of an accident

Meals

- ☐ Identify the need to purchase water, snacks, or meals to be consumed by emergency operations staff, obtain approval for purchase of meals from the Region Fiscal Operations Coordinator and coordinate the delivery of meals with either local food vendors or with Mass Care operations operated from local EOCs

Facilities

- ☐ Accompany the Region Director and/or the Region Emergency Operations Coordinator in inspecting of facilities or physically conduct an assessment to determine if buildings or facilities have been damaged
- ☐ Cooperate with external partners including Domestic Violence Shelters, Residential Care Facilities to facilitate inspection of their facilities
- ☐ Document the status of all DCFS and external partner facilities and pass the status report to the Region Emergency Operations Coordinator and State Office Resource Manager
- ☐ Coordinate formal safety inspections of DCFS facilities with the State Office Resource Manager
- ☐ When necessary, facilitate the move from primary facilities to secondary or tertiary facilities including inspection of alternate facilities, scheduling the date of occupation, assignment of workspaces and coordination of transfer of goods and materials to the new site
- ☐ When necessary, survey the local community for buildings or facilities for lease or rent that may be able to accommodate emergency operations and process requests for rent or lease of buildings through the Region Fiscal Operations Coordinator and/or State Office Resource Manager
- ☐ Regularly survey facilities used for emergency operations and report any damage to the Region Fiscal Operations Coordinator
- ☐ Assure that buildings are regularly maintained and regular housekeeping is performed
- ☐ Identify hotels or motels capable of accepting staff that may require an extended stay and reserve rooms for staff as necessary

Region Communications Manager
Supervised by: Region Fiscal Operations Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency and recommended response level from the Region Fiscal Operations Coordinator
- ☐ Contact the State Office Communications Manager to obtain a status report
- ☐ Inventory region communication equipment already in stock
- ☐ When purchase of additional equipment is needed identify local vendors who can meet the need and process the request through the Region Fiscal Operations Coordinator
- ☐ Identify resources needing to be repaired or replaced, obtain approval for repair or replacement from the Region Fiscal Operations Coordinator, and schedule needed repair or replacement of equipment
- ☐ Coordinate all requisitions for purchase, repair, or replacement communication equipment with the State Office Communications Manager
- ☐ Forward all approved requests to the Region Resource Manager who will conduct the purchase or coordinate the repair of all equipment
- ☐ Keep a log of all state and privately owned communication equipment being used by DCFS staff, the time and date the equipment was placed in service and the time and date the equipment was checked out or in by the user
- ☐ Develop and disseminate a list that includes telephone contact numbers for each member of the Emergency Management Team
- ☐ Track the daily use of communication equipment and periodically inventory and inspect equipment

Region Service Delivery Coordinator
Supervised by: Region Emergency Operations Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency from the Region Emergency Operations Coordinator
- ☐ Determine the service delivery management structure and determine essential staff required to support emergency operations
- ☐ Notify needed managers (in cooperation with the Staffing Manager) and request they respond to the Region Operation Headquarters
- ☐ Contact the State Office Service Delivery Coordinator to:
- ☐ Identify how many children live in the affected area
- ☐ Identify how many children and families receiving DCFS services live in the affected area
- ☐ Coordinate with local law enforcement or EOCs to determine how many children have become separated from their families, or have been orphaned
- ☐ Coordinate with local law enforcement or EOCs to estimate the number of children and families that have relocated outside of the area and where they have relocated to
- ☐ Estimate the number of children and families receiving DCFS services that are relocating outside of the geographic responsibilities of offices, regions and/or the state
- ☐ Develop an emergency specific service delivery plan that identifies the service delivery management structure, additional state and federal financial and material resources needed to provide services, and an estimate on the costs of emergency related services
- ☐ In coordination with the Tracking and Location Manager contact the State Office Service Delivery Coordinator to determine how children that have evacuated the area will be tracked and whether a hotline needs to be implemented
- ☐ Coordinate intake of at-risk children in the impact area with Intake
- ☐ Coordinate emergency response and recovery activities with staff conducting normal business activities
- ☐ Manage the daily activities of service delivery staff including the Region Location and Tracking Manager, Alternative Placement/Relocation Manager, Region Shelter Manager, and Region Crisis In-home Support Manager Support Manager
- ☐ Hold daily staff meetings and obtain regular status reports from managers
- ☐ Provide a daily written report of activities to the Region Emergency Operations Coordinator

Region Location and Tracking Manager
Supervised by: Region Service Delivery Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a listing of children in custody, the person(s) responsible for those children, or families receiving in-home services that reside within the affected area from the Region Service Delivery Coordinator (supplied by the State Office Data Coordinator)
- ☐ Personally contact, or request that a child's caseworker contact, out of home placements in affected areas to assess the safety of the child (giving priority to cases where children have been determined to be at high risk of abuse or neglect)
- ☐ Coordinate a home visit to the child's location if the child or family cannot be contacted (or if phone service is unavailable)
- ☐ Request local law enforcement or the local EOC aid in the location of the child and/or family if the family still cannot be located
- ☐ Coordinate with the Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies to activate inter-agency agreements or memoranda of understanding that allow workers to enter and contact families in shelters
- ☐ Determine if any families caring for a child in custody have plans to evacuate the area and identify the region to which the child will be relocating
- ☐ If a child is relocating to another state notify the State Office Location and Tracking Manager as well as the Statewide Inter-State Placement and Service Coordination Manager
- ☐ Record the status of the family in SAFE as well as the location, telephone number, and other pertinent information regarding a site to where the family has, or plans to relocate
- ☐ Assess if additional resources have become available through ESF-6 or ESF-13 to locate and track children affected by the emergency.
- ☐ Document in daily logs information regarding children or families located
- ☐ Provide a daily written report of activities to the Region Service Delivery Coordinator

Region Alternate Placement/Relocation Manager
Supervised by: Region Service Delivery Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency from the Region Service Delivery Coordinator
- ☐ Identify families receiving services where the safety of a child may have been affected by an emergency
- ☐ Identify foster care families, or families providing care through a kinship placement, that have been killed, injured, have sustained housing damage, or have been financially affected by an emergency
- ☐ Identify proctor agencies (in coordination with the Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies) that can no longer operate normally, or proctor families that have been negatively affected by an emergency
- ☐ Identify residential care facilities (in coordination with the Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies) that have been damaged and that have not been able to locate alternate facilities to place the children they serve
- ☐ Identify crisis shelters (in coordination with the Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies) that have been damaged and that have not been able to locate alternate facilities to place children they serve
- ☐ Coordinate movement of children to appropriate new placements
- ☐ Identify and track available placements and coordinate all placements with caseworkers and other regions if the child is placed outside of the affected region
- ☐ Contact the State Office Location and Tracking Manager and/or Statewide Inter-State Placement and Service Coordination Manager and request he/she make contact with the receiving state if a child in custody, their foster family, or a family receiving in-home services has evacuated to a location out of state
- ☐ Contact the State Office Location and Tracking Manager and/or Statewide Inter-State Placement and Service Coordination Manager if a child in custody of another state and in a Utah foster care placement needs an alternate placement
- ☐ Coordinate the new placement with the Statewide Tribal Liaison if the child has a Native American heritage
- ☐ Request that the Statewide Liaison with Federal Partners and Surrounding States contact ACYF to discuss the emergency's impact on Placement Stability outcome measures and, if appropriate, request a temporary waiver of those outcome measures
- ☐ Document in daily logs information regarding children or families placed in alternate settings
- ☐ Provide a daily written report of activities to the Region Service Delivery Coordinator

Region Shelter Manager
Supervised by: Region Service Delivery Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency from the Region Service Delivery Coordinator
- ☐ Contact the local Emergency Manager or EOC and identify location of emergency shelters and their capability to accommodate special populations
- ☐ Contact community groups or organizations providing sheltering to assess their capability to accommodate special populations
- ☐ If children in custody are placed in shelters run by other agencies, identify DCFS staff that can support DCFS services in the shelter
- ☐ Identify staff that may be able to process background checks for the partner's staff
- ☐ If it becomes necessary for DCFS staff to manage shelter activities and provide direct shelter services to children assure staff receive appropriate shelter training (see http://www.fema.gov/pdf/emergency/disasterhousing/dspg-MC-ShelteringHandbook.pdf)
- ☐ Document daily counts of children or families served in shelters
- ☐ Provide a daily written report of activities to the Region Service Delivery Coordinator

Region Crisis In-home Support Manager
Supervised by: Region Service Delivery Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency from the Region Service Delivery Coordinator
- ☐ Identify families receiving DCFS services that are experiencing difficulty as a result of the emergency and assess their additional needs
- ☐ Assess the availability and capabilities of local, state, and federal resources available to meet clients' needs
- ☐ Provide information and referral services to children and families that may meet qualifications for available emergency assistance
- ☐ Coordinate the delivery of additional services with the family's caseworker
- ☐ Document contacts and activities in SAFE
- ☐ Provide a daily report of activities to the Region Service Delivery Coordinator

Region Liaison with Local Government Agencies
Supervised by: Region Emergency Operations Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency from the Region Emergency Operations Coordinator
- ☐ Represent the Region and Region Emergency Management Team on all formal and informal work groups, committees, or boards that address the needs of, or services provided to victims of an emergency and are coordinated by local government agencies
- ☐ Communicate with local government agencies on a regular basis to update them on division emergency response and recovery activities
- ☐ Coordinate services delivered by governmental agencies with those provided by the division
- ☐ Contact local school districts to determine the impact of the emergency on local schools and attempt to determine if children in custody have returned to school or may have evacuated to another area
- ☐ Communicate finding regarding schools to Region Location and Tracking Manager and Region Service Delivery Coordinator, and State Office State Agency Liaison who will assure educational services are provided
- ☐ Identify whether the juvenile court serving the affected area is capable of adjudicating child welfare cases, determine if court facilities have been affected by the emergency, and determine if the court is planning to relocate or conduct hearings utilizing other technical means
- ☐ Determine if courts are able to adequately process and store records and determine if there are any confidentiality issues that arise due to changing of court venues or procedures
- ☐ Work with the Assistant Attorney General to assure caseworkers actions protect the child's legal rights or can be defended due to the emergency nature of the situation
- ☐ Assess the capability of local law enforcement to support DCFS child welfare services and communicate with the State Office State Agency Liaison should alternate sources of support be needed
- ☐ Identify any mental health related issues and coordinate with the State Office State Agency Liaison and the Statewide Health and Mental Health Support Manager who will be responsible for communicating those needs to the Division of Substance Abuse and Mental Health or, in a presidential declared emergency, the ESF-6 representative at the State EOC
- ☐ Identify any health related issues and coordinate with the State Office State Agency Liaison and the Statewide Health and Mental Health Support Manager who will be responsible for communication those needs to the Department of Health or, in a presidential declared emergency, the ESF-8 representative at the State EOC
- ☐ In rare instances, the Region Liaison with Local Government Agencies may be asked to represent the division at the local EOC
- ☐ Document the date and time of all contacts

Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies
Supervised by: Region Emergency Operations Coordinator

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
Primary					
Alternate					

- ☐ Obtain a report on the status of the emergency from the Region Emergency Operations Coordinator
- ☐ Represent the region and Region Emergency Management Team on all formal and informal work groups, committees, or boards that address the needs of, or services provided to victims of an emergency and are coordinated by local providers, community organizations, or other non-governmental agencies
- ☐ Identify proctor agencies that can no longer operate normally, or proctor families that have been negatively affected by an emergency
- ☐ Identify residential care facilities that have been damaged and that have not been able to locate alternate facilities to place the children they serve
- ☐ Identify crisis shelters that have been damaged and that have not been able to locate alternate facilities to place children they serve
- ☐ Communicate with non-governmental agencies (including residential care facilities, proctor care agencies, mental health providers, domestic violence shelters, church organizations, non-profits and civic organizations, child care centers, and family support centers) on a regular basis to update them on division emergency response and recovery activities
- ☐ Contact and identify the capability of contracted service providers to provide services
- ☐ Coordinate services delivered by non-governmental agencies with those provided by the division
- ☐ Contact the Region Service Delivery Coordinator if providers or community organizations are capable of providing new services or if they are incapable of providing normal services
- ☐ Document the date and time of all contacts