

---

---

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

---

---



Emergency Response and Recovery Plan

Targeted Plan within the CFSP for FFY 2020 to FFY 2024

FFY 2023 APSR Update

Submitted: June 30, 2022

# Table of Contents

- ATTACHMENT D. .... 1
- 1.0 APSR UPDATE ..... 1
- 1.1 PLAN SUMMARY..... 1
  - 1.1.1 AUTHORITIES AND REFERENCES.....1
  - 1.1.2 PURPOSE:.....2
  - 1.1.3 SCOPE .....2
  - 1.1.4 DISTRIBUTION .....2
- 1.2 DEFINITIONS AND ACRONYMS ..... 3
- 1.3 ASSUMPTIONS..... 3
- 1.4 IMPACT ANALYSIS..... 4
- 1.5 EMERGENCY RESPONSE SYSTEM..... 4
  - 1.5.1 STATE OF UTAH DEM.....4
  - 1.5.2 DEPARTMENT OF HUMAN SERVICES.....6
    - 1.5.2.1 Department of Human Services Structure.....6
    - 1.5.2.2 Department of Human Services Emergency Management Structure.....6
    - 1.5.2.3 Crisis Management Team.....6
  - 1.5.3 DIVISION OF CHILD AND FAMILY SERVICES .....7
    - 1.5.3.1 DCFS Organizational Structure .....7
    - 1.5.3.2 Plan Maintenance.....7
    - 1.5.3.3 DCFS Mission Essential Services.....8
    - 1.5.3.4 DCFS Emergency Management Structure .....8
    - 1.5.3.5 Continuity of Operations.....9
- 1.6 CONCEPT OF OPERATIONS ..... 9
  - 1.6.1 EMERGENCY RESPONSE CLASSIFICATION .....9
  - 1.6.2 COMMAND AND CONTROL.....10
    - 1.6.2.1 Primary.....10
    - 1.6.2.2 Secondary.....10
  - 1.6.3 NOTIFICATION AND ACTIVATION.....11
    - 1.6.3.1 Notification.....11
    - 1.6.3.2 Activation .....11
  - 1.6.4 LOCATION OF EMERGENCY OPERATIONS HEADQUARTERS.....12
  - 1.6.5 EMERGENCY OPERATIONS MANAGEMENT.....14
    - 1.6.5.1 Responsibilities of the Division Director .....14
    - 1.6.5.2 Responsibilities of the Region Director.....14
    - 1.6.5.3 State Office Emergency Operations Management.....15
    - 1.6.5.4 Region Emergency Operations Management .....15
    - 1.6.5.5 Recording Emergency Related Activities .....16
  - 1.6.6 STAFFING .....16
    - 1.6.6.1 Preparedness .....16
    - 1.6.6.2 Contacting Staff Following an Emergency .....16
    - 1.6.6.3 Staff Evacuating from the Affected Area .....17
    - 1.6.6.4 Contacting Family if the Staff Member is at Work.....18
    - 1.6.6.5 DCFS Staffing .....18
    - 1.6.6.6 Staff/Client Health and Mental Health .....18

1.6.6.7 Region Office Staffing .....	19
1.6.6.8 Recruitment of Additional Staff .....	19
1.6.6.9 Volunteer Management .....	20
1.6.6.10 Background Screening Requirements .....	20
1.6.7 FISCAL OPERATIONS .....	20
1.6.7.1 State Office Fiscal Operations.....	20
1.6.7.2 Region Fiscal Operations .....	21
1.6.7.3 Budgeting, Accounting, and Payroll.....	21
1.6.7.4 Resource Management- Procurement, Distribution, Maintenance, Repair, and Replacement of Supplies and Equipment.....	22
1.6.7.5 Resource Management-Transportation.....	22
1.6.7.6 Resource Management-Computer Equipment.....	23
1.6.7.7 Resource Management-Office Supplies .....	23
1.6.7.8 Resource Management-Care and Comfort of Employees .....	24
1.6.7.9 Resource Management-Other Resources .....	24
1.6.7.10 Resource Management-Determining Damage and Safety to State Facilities.....	25
1.6.7.11 Resources Management-Shelter Facilities .....	25
1.6.7.12 Resource Management-Relocation or Lease and Rental of Facilities.....	25
1.6.7.13 Resource Management-General Maintenance of Facilities .....	26
1.6.7.14 Communications.....	26
1.6.7.15 Donations Management.....	27
1.6.8 OBTAINING DATA, RESTORING THE SAFE DATABASE, SALVAGING RECORDS.....	28
1.6.8.1 Collection and Dissemination of Data Relating to Emergency Activities and Support to Users of Data Systems ...	28
1.6.8.2 Evaluation and Research .....	28
1.6.8.3 Repair and Maintenance of Computer Equipment.....	28
1.6.8.4 Safekeeping and Salvage of Paper Case Files.....	28
1.6.9 SERVICE DELIVERY TO AFFECTED CHILDREN AND FAMILIES .....	29
1.6.9.1 Responsibilities .....	29
1.6.9.2 Locating and Tracking Children in Custody.....	29
1.6.9.3 Locating and Tracking of Unattended, Separated, or Orphaned Children.....	31
1.6.9.4 Finding Alternative Placements 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 for Children in the Custody of another State but in a Foster Care or Residential Placement in Utah .....	33
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 .....	34
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.....	35
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 .....	36
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	<i>State Office State Agency Liaison</i> .....	39
1.6.11.2	<i>Federal and States Liaison Coordinator</i> .....	41
1.6.11.3	<i>State Office Liaison with In-State Providers, Partners, and Non-Profit Organizations</i> .....	41
1.6.11.4	<i>Liaison with Tribes</i> .....	42
1.6.11.5	<i>Region Liaison with Local Governmental Agencies</i> .....	42
1.6.11.6	<i>Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies</i> .....	44
1.6.12	<i>Media Relations</i> .....	45
1.6.13	<i>Training</i> .....	46
1.6.14	<i>Transition Plans-Resumption of Normal Business</i> .....	46
1.7	EXERCISES AND EVALUATION .....	47
1.8	APPENDIX .....	49
	APPENDIX 1-DEFINITIONS AND ACRONYMS .....	49
	APPENDIX 2-DEPARTMENT OF HUMAN SERVICES EMERGENCY MANAGEMENT STRUCTURE.....	51
	APPENDIX 3-DCFS STATE OFFICE (SO) EMERGENCY MANAGEMENT STRUCTURE EXAMPLE .....	52
	APPENDIX 4-REGION OFFICE EMERGENCY MANAGEMENT STRUCTURE EXAMPLE .....	53
	APPENDIX 5-POSITION RESPONSIBILITIES: .....	54

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 DEM. Renamed the "Region Internal Agency Liaison" to "Region Liaison Coordinator and 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 <i>Contacting Staff Following an Emergency</i> and Section 1.6.9.6 <i>Notification of Parents of Children in Custody</i> . 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 Leads need to ensure keys to cars are transferred when evacuating a building. Removed the table <i>Number of Children in Foster Care</i> . Updated Emergency Management Structures and made other changes to clarify the narrative.	D. Florence

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
12	June 30, 2021	June 30, 2021	APSR Update/COVID-19 Pandemic Note, Updated Emergency Response Roles and adjusted Plan to reflect those updates, including organizational charts. Added a link to the DCFS COVID-19 Reference Guide document.	A. Berrett
13	June 30, 2022	June 30, 2022	Adjusted Plan and individual roles to more closely reflect the specific role of DCFS in an emergency. Removed COVID Response Guide from Appendix.	A. Berrett

## 1.0 APSR UPDATE

The Emergency Response and Recovery Plan was reviewed. In 2021 and 2022, as a result of lessons learned during the COVID-19 Pandemic, DCFS recognized the need to make changes to its emergency response role descriptions assigned to agency employees. These roles are activated, if needed, during an emergency. In updating its emergency response roles, DCFS also made changes to its emergency response organizational structure and to its Emergency Response and Recovery Plan document, where applicable. Changes to the organizational structure and emergency response roles can be found in Appendices 2, 3, and 4. DCFS will continue reviewing its Emergency Response and Recovery Plan and, based on lessons learned, will update the plan accordingly.

### 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 (DEM) 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 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 (i.e. Emergency Response Plans) for all DHS business functions will include, at a minimum, the following areas:

- Alternate processing strategy for business functions such as payment systems, payroll, SAFE, etc.
- 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.
- 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 the Department of Human Services (DHS) Emergency Management and Business Continuity Plan and the State of Utah Emergency Operations Plan (EOP).

### **1.1.3 SCOPE**

This plan:

- Identifies the Division response system 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, is made available 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

Please see Appendix I for a listing of definitions and acronyms used within this plan.

## 1.3 ASSUMPTIONS

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

- Sufficient DCFS and 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 and 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, 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 may become homeless.
- Following a catastrophic emergency, the now homeless, including children in custody, the person(s) responsible for those children, as well as families receiving in-home services, will voluntarily or involuntarily evacuate to surrounding counties or states.
- Following a catastrophic emergency, children in an out of home placement who reside in the affected area may need to be relocated to an alternate placement.
- Following a catastrophic emergency, adults who die or are injured will have children for whom they are responsible, therefore leaving those children separated, or unattended.
- Following a catastrophic emergency, children separated or unattended will have no surviving relative in the area (will be orphaned).
- In the immediate months following a catastrophic emergency, reports of abuse and neglect may increase.
- 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 in or outside 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 most likely 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.
- Generally, DCFS does not manage volunteers. However, if it is decided the agency will accept volunteers, a background screening must 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                                    | • Terrorism                                |
| • Thunderstorms                                | • Nuclear Events                           |
| • Severe Winter Weather (including ice storms) | • Hazardous Materials, including Radiolog  |
| • Flooding                                     | • Civil Disorder                           |
| • Droughts                                     | • Public Health Emergencies                |
| • Heat Waves                                   | • Bioterrorism                             |
| • Earthquakes                                  | • Environmental Issues                     |
| • Dam Failures                                 | • School Violence                          |
| • Utility Interruptions or Failures            | • Mass Violence (e.g. sniper shootings)    |
| • Fires  | • Agro-terrorism                           |
| • Mass Transportation Accidents                | • Any other event that would cause signifi |
| • Pandemic                                     | trauma for individuals and communities     |

A general assessment of potential Utah disasters and their impact can be located on the State of Utah DEM website, which can be found [here](#). The State of Utah Department of Human Services Emergency Operations Business Continuity Plan is under revision to reflect the pending merger of the Department of Human Services and Department of Health. Once available, the Department of Health and Human Services Emergency Response Plan will be linked here.

## 1.5 EMERGENCY RESPONSE SYSTEM

### 1.5.1 STATE OF UTAH 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 they feel 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 EOP establishes interagency and multi-jurisdictional mechanisms for state government involvement in, and DEM 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 Emergency Support Functions (ESF) to facilitate assistance provided. Please see table below for ESF listing.

<b>STATE OF UTAH</b>	
<b>Emergency Support Functions</b>	
<b>ESF #1</b> – Transportation	<b>ESF #9</b> – Search and Rescue
<b>ESF #2</b> – Communications	<b>ESF #10</b> – Oil and Hazardous Materials Response
<b>ESF #3</b> – Public Works and Engineering	<b>ESF #11</b> – Agriculture and Natural Resources
<b>ESF #4</b> – Firefighting	<b>ESF #12</b> – Energy
<b>ESF #5</b> – Emergency Management	<b>ESF #13</b> – Public Safety and Security
<b>ESF #6</b> – Mass Care, Emergency Assistance, Housing, and Human Service	<b>ESF #14</b> – Long-Term Community Recovery
<b>ESF #7</b> – Logistics Management and Logistical Resource Support	<b>ESF #15</b> – External Affairs
<b>ESF #8</b> – Public Health and Medical Services	<b>ESF #16</b> (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.

<b>DEPARTMENT OF HUMAN SERVICES\</b>
<b>Emergency Support Functions</b>
Primary ESF Responsibilities
ESF # 6-Mass Care
Support ESF Responsibilities
ESF # 5-Information and Planning
ESF # 7-Resource Support
ESF # 11-Food and 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 all DHS divisions.

### 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 DHS Emergency Response/Business Continuity 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 DEM 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**

The Division Director is the administrative head of the division. The director’s office is located in the state administrative headquarters in Salt Lake City, Utah.

Diane Moore, Director  
 Division of Child and Family Services  
 195 North 1950 West  
 Salt Lake City, UT 84116  
 Phone: (801) 538-4100  
 FAX (801) 538-3393  
 E-mail: dmoore@utah.gov

The DCFS State Office Administrative Team is composed of the Director, two Deputy Directors, Finance, Practice Development and Implementation, Data and Quality Assurance, Professional Development, Federal Operations, Communications, and Administrative Support. This body has primary responsibility for overseeing state office operations, including planning, budgeting, and communications.

Region Directors, located in five geographically defined regions, lead their administrative teams and are responsible for their region’s budget, personnel, interagency partnerships, and service delivery. Staff members in the regions deliver services statewide to children and families. Private or nonprofit contract providers deliver additional services.

The Division 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 CCWIS 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 ensure that the Emergency Response and Recovery Plan is reviewed and updated yearly. The Division Director and their designee are the persons 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.

<b>MISSION ESSENTIAL SERVICES</b>	
<b>Implementation of DCFS Mission Essential Services</b>	
<b>Level I</b>	<ul style="list-style-type: none"> <li>Investigation and intake of children involved in Priority 1, 1R, and 2 CPS referrals or reports</li> <li>Location, tracking, and provision of care for children in custody and the person(s) responsible for those children</li> </ul>
<b>Level II</b>	<ul style="list-style-type: none"> <li>Emergency response, including CPS intake and investigation, to unattended/separated/orphaned children</li> <li>Location and/or operation of DCFS operated or contracted shelters</li> </ul>
<b>Level III</b>	<ul style="list-style-type: none"> <li>Investigation and intake of children involved in Priority 3 CPS referrals or reports</li> <li>Provision of crisis emergency services to families receiving in-home services, to the extent resources are available</li> <li>Payments to contracted providers</li> <li>Provision of effective internal and external communications with providers</li> <li>Coordination of trauma counseling clinical services for staff as well as children and families receiving DCFS services</li> </ul>

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**

The Division Director or his/her designee is responsible for DCFS emergency operations. 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.

**State Office Activation**

For most emergencies, the State Office Emergency Management Team will consist of the Division Director, State Office Emergency Operations Coordinator, State Office Service Delivery Coordinator, Statewide IT System and Data Coordinator, Statewide Personnel and Training Coordinator, State Office Finance and Physical Facilities Operations Coordinator, Federal and States Coordinator, Statewide Constituent Services Leads, and the DHS Public Information Officer. When needed, one or more additional Leads positions will also be activated.

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.

## **Region Activation**

For most emergencies, the Region Emergency Management Team will consist of the Region Director, Region Emergency Operations Coordinator, Region Service Delivery Coordinator, Region Personnel and Training Coordinator, Region Finance and Physical Facilities Operations Coordinator, Region Liaison Coordinator, and the DHS Public Information. When needed, one or more Leads positions will also be activated.

### **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 designee may choose to 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 appropriate Region Director(s) and Region Staffing Lead(s) 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 their 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 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.

**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 and, 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.

Please see table below for a description of Emergency Response Classification.

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 and their Co-Leads is 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.
- Business Cell Phone.
- Personal Cell Phone.
- E-mail.
- 800 MHz Radio - Channel 1 - 40 Alpha State Office 1.

The division has 36 800 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 and Co-Leads 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**

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. Please see the Location of Emergency Operations Headquarters table below.

<b>Location of Emergency Operations Headquarters</b>			
<b>Region</b>	<b>Primary</b>	<b>Secondary</b>	<b>Tertiary</b>
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 25 <sup>th</sup> Street, STE 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	SLV 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 Leads 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 electronic form or paper version 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. This position 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 the State Office Finance and Physical Facilities Operations Coordinator 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 their Co-Lead 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 situation report to the DHS Crisis Management Team, State Office Emergency Management Coordinators and/or Region Emergency Management Coordinators, as needed, 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 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 should 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 is unable to reach home due to infrastructure or travel restrictions.

Likewise, staff and their families are encouraged to prepare an emergency kit for their home, office, and 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 Office staff following an emergency.

In the State Office, the Division Director and/or the State Office Emergency Operations Coordinator will be responsible to contact all State Office Administrative supervisors who will be responsible to contact all staff they oversee and confirm their status. These findings will be reported to the State Office

Emergency Operations Coordinator who will provide a list of State Office staff that are uncounted for to the State Office Location and Tracking Lead.

Similarly, in the Regions, the Region Director and/or the Region Emergency Operations Coordinator will be responsible to contact all Region supervisors who will be responsible to contact the staff they oversee and confirm their status. All findings will be reported to the Region Emergency Operations Coordinator who will report the information to the Region Directors. Region Directors or Region Emergency Operation Coordinators are responsible to report the status of Region staff to the State Office Emergency Operations Coordinator. The Region Emergency Operations Coordinator is responsible to provide a list of Region Office staff that are uncounted for to the State Office Emergency Operations Coordinator.

### **1.6.6.3 STAFF EVACUATING FROM THE AFFECTED AREA**

Should a catastrophic event occur that affects the State Office Building, its alternate, and/or the Salt Lake Valley Region and locations along the Wasatch Front, staff members evacuating or that have evacuated from the affected area should contact the Southwest Region Staff Location and Tracking Leads and advise them of their location, address, telephone numbers, and e-mail address that can be used to contact the employee. Staff along the Wasatch Front should ensure they maintain current contact information for the Southwest Region Staff Location and Tracking Leads.

Should a catastrophic event occur that has NOT affected the State Office and/or the Salt Lake Valley Region and locations along the Wasatch Front, staff evacuated or evacuating from the affected area will be responsible for contacting the State Office Staff Location and Tracking Leads and advise them of their location, address, telephone number, and e-mail address that can be used to contact the employee. Staff outside the Wasatch Front should ensure they maintain current contact information for the State Office Staff Location and Tracking Leads.

In either instance, the Southwest Region Office Staff Location and Tracking Leads or State Office Staff Location and Tracking Leads should keep record of employees' locations, addresses, telephone numbers, and e-mail addresses for DCFS use in contacting the employee.

In instances where DCFS offices are closed due to damage caused by an emergency, Region Directors or the Division Director may reassign non-telework employees available for work and not assigned emergency operations responsibilities to work from their homes or from 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 Leads or State Office Staff Location and Tracking Leads will communicate with their human resources associate to determine if any Human Resource Policies or Procedures affect the employee.

#### **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 inform the designated Staff Location and Tracking Leads.

#### **1.6.6.5 DCFS STAFFING**

The State Office Staffing Leads are responsible for coordinating the staffing needs of the State Office Emergency Operations. 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 Leads. The Region Staffing Leads will be responsible for approving the movement of staff from one region to another, should outside support of emergency response activities be required. The State Office and Region Staffing Leads will also be responsible for coordinating travel authorizations and travel reimbursement requests.

#### **1.6.6.6 STAFF/CLIENT HEALTH AND MENTAL HEALTH**

This position reports directly to the Statewide Personnel and Training 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. This position will travel between the State Office and the affected region.

The Statewide Health and Mental Health Support Leads have the responsibility to report to the Statewide Personnel and Training Coordinator and the Staffing Leads any individual experiencing medical or emotional problems and, if appropriate, make a recommendation regarding the reassignment of that individual to another emergency related function or back to normal daily duties.

The Statewide Health and Mental Health Support Leads will, along with Peer Support Staff, assist in any needed conflict resolution among staff and, as staff depart from an emergency assignment, will be responsible for conducting individual or group staff debriefings.

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 Leads and can take advantage of Employee Assistance Program resources. Staff will also be encouraged to contact their health insurer to determine if other resources are available.

#### **1.6.6.7 REGION OFFICE STAFFING**

The Region Staffing Leads report directly to the Region Personnel and Training Coordinator.

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 Leads will work closely with the Statewide Health and Mental Health Support Leads 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. This position will also be responsible for coordinating travel authorizations and travel reimbursement requests from staff serving from outside of the region.

#### **1.6.6.8 RECRUITMENT OF ADDITIONAL STAFF**

The Region Staffing Leads will coordinate with the Statewide IT System and Data Coordinator to monitor workloads and caseloads of staff providing services. In the case where additional staff are needed, the Region Staffing Leads will notify the State Office Staffing Leads 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.

The Region Staffing Leads may request approval from Region Director to 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 (on whom background screenings have been successfully passed and with approval of Region or Division Director).
- Staff employed by other departments or divisions.

The Region Staffing Leads will develop a process for identifying and providing badges to essential personnel, will verify new staff members credentials as necessary, and will ensure that all new staff receive training and background checks as required.

#### 1.6.6.9 VOLUNTEER MANAGEMENT

Generally, DCFS does not accept or manage volunteers.

However, if it is determined that DCFS will accept and manage volunteers, the agency will implement the process for identifying and providing badges to essential personnel, will verify a volunteer's education and credentials as necessary, and will ensure that all volunteers receive training and background checks as required.

#### 1.6.6.10 BACKGROUND SCREENING REQUIREMENTS

It is recommended that all DCFS staff and 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 Finance and Physical Facilities Operations Coordinator reports directly to the State Office Emergency Operations Coordinator and indirectly to the DHS Crisis Management Continuity Team's Fiscal Operations Representative. This position manages the daily activities of the Budget, Accounting, and Payroll Leads, State Office Supplies and Communications Equipment Leads, and State Office Communication, Meals, and Transportation Leads.

The State Office Finance and Physical Facilities Operations Coordinator is responsible for setting emergency fiscal policies and procedures and distributing those policies and procedures to the Region Finance and Physical Facilities 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.
- Local donations or foundation grants.

The State Office Finance and Physical Facilities Operations Coordinator is responsible for coordinating fiscal operations including, implementing fiscal controls, tracking emergency operations related income and expenditures, and reporting on fiscal operations.

This position 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 Finance and Physical Facilities Operations Coordinator is responsible for overseeing the coordinating with regions for safety inspections of DCFS facilities with DHS Crisis Management Team and DAS Division of Facilities Construction and Management, as well as with DCFS Domestic Violence Shelter in Price and Christmas Box House in Ogden Facility. This position will regularly coordinate with DHS Emergency Management Business Continuity Coordinator on status of facilities used for emergency operations and report any damage and respond accordingly.

The State Office Finance and Physical Facilities 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. This position 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 Finance and Physical Facilities Operations Coordinator reports directly to the Region Emergency Operations Coordinator and manages activities performed by the Region Communication, Meals, and Transportation Leads and the Region Supplies and Communication Equipment Leads. 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. This position will also coordinate safety inspections of region DCFS facilities with the DHS Crisis Management Team. The Region Finance and Physical Facilities Operations Coordinator is responsible for implementing the financial tracking system recommended by the State Office Finance and Physical Facilities 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 Leads report directly to the State Office Finance and Physical Facilities Operations Coordinator. This position forecasts emergency operations related costs, coordinates emergency response related payments to vendors and providers, and develops and distributes financial reports that track emergency operations related income and expenditures. This position also facilitates the timely issuance of payroll to employees and processes travel advances and reimbursements issued to employees.

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. Therefore, the Statewide Budgeting, Accounting, and Payroll Leads 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**

The State Office Supplies and Communication Equipment Leads report to the State Office Finance and Physical Facilities Operations Coordinator and are 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 Supplies and Communication Equipment Leads are also responsible for working with the Statewide Budgeting, Accounting, and Payroll Leads to ensure 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.

The Region Supplies and Communication Equipment Leads report directly to the Region Finance and Physical Facilities Operations Coordinator. This position is responsible for identifying equipment and supplies that need to be purchased, repaired, or replaced and will seek authorization for purchase, repair, or replacement of supplies or equipment from the Region Finance and Physical Facilities Operations Coordinator. This position will forward requests to State Office Supplies and Communication Equipment Leads who will obtain necessary approvals, locate items, and either purchase equipment or supplies or provide authorization for the Region Finance and Physical Facilities Operations Coordinator to purchase equipment or supplies locally.

#### **1.6.7.5 RESOURCE MANAGEMENT-TRANSPORTATION**

The State Office Supplies and Communication Equipment Leads and Region Supplies and Communication Equipment Leads are responsible for following all Department of Administrative Services policies, procedures and guidelines that pertain to use of fleet vehicles.

Should emergency response staff need transportation to or from an affected area, they should contact the State Office Supplies and Communication Equipment Leads. That individual will coordinate the use of State owned vehicles with the DHS Bureau of Administrative Services Transportation Office.

Should rental vehicles be required to support emergency operations, the Region Supplies and Communication Equipment Leads will request authorization for rental of vehicles from the Region Finance and Physical Facilities Operations Coordinator and request rental of vehicles from the State Office Supplies and Communication Equipment Leads. Leads will coordinate rental of vehicles with the DHS Crisis Management Team. Enterprise Rental is the only approved provider of rental vehicles. In all

cases where rental vehicles are needed, approval of the Division Director should be obtained. Regions can accomplish this by forwarding the request to the State Office Supplies and Communication Equipment Leads who will obtain the approval of the Division Director and pass on the request to the Administrative Support Representative on the DHS Emergency Management/Continuity Team or to the DHS Bureau of Administrative Services.

Use of state vehicles is preferred for all DCFS travel. DCFS employee use of personal vehicles is not covered under State Risk and may not be covered under the employees' personal coverage in the event of an accident. Employees should consult their private insurance, if considering use their private vehicle.

In instances where a DCFS staff uses their personally owned vehicles as they travel to and from affected areas or service delivery sites, the DCFS staff is responsible for tracking use of their personally owned vehicle, as well as ensuring that the vehicle is in good working condition, has been inspected, and is insured for at least the minimum allowable liability insurance coverage. As stated above, DCFS does not provide primary automobile liability or personal injury protection coverage for personal vehicles driven by its employees, volunteers, or others on DCFS business. The Utah Department of Government Operations Division of Fleet Operations keeps record/verification of an employee's valid driver license and driving record.

In all instances, DHS and DCFS transportation policies and procedures will be followed when operating a motor vehicle while on state business.

#### **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 Supplies and Communication Equipment Leads and Region Supplies and Communication Equipment Leads should contact DTS staff located in the State Office or regions to request assistance with repair or replacement of computer equipment. State Office Supplies and Communication Equipment Leads and Region Supplies and Communication Equipment Leads will include requests for assistance on their daily reports to their Fiscal Operations Coordinator.

#### **1.6.7.7 RESOURCE MANAGEMENT-OFFICE SUPPLIES**

The State Office Supplies and Communication Equipment Leads and Region Supplies and Communication Equipment Leads 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 Supplies and Communication Equipment Leads and Region Supplies and Communication Equipment Leads 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 Leads. Upon approval, the State Office Supplies and Communication Equipment Leads will purchase those supplies and log them in for use. In all instances, the State Office Supplies and

Communication Equipment Leads and Region Supplies and Communication Equipment Leads 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 Supplies and Communication Equipment Leads or State Office Supplies and Communication Equipment Leads will be responsible for obtaining water, snacks, and meals. The State Office Supplies and Communication Equipment Leads 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 Supplies and Communication Equipment Leads 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 locally, the State Office Supplies and Communication Equipment Leads 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 Supplies and Communication Equipment Leads 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 Supplies and Communication Equipment Leads will contact the State Office Supplies and Communication Equipment Leads 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 Supplies and Communication Equipment Leads or State Office Supplies and Communication Equipment Leads 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 Leads for processing.

The Region Supplies and Communication Equipment Leads may also be tasked with securing living quarters for staff transferred into an affected area from another region. In this instance the Region Supplies and Communication Equipment Leads will identify hotels or motels capable of accommodating extended stays for staff or may work with local landlords to identify available rental housing. The Region Supplies and Communication Equipment Leads 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 Finance and Physical Facilities 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 Finance and Physical Facilities Operations Coordinator or Region Finance and Physical Facilities 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 Leads 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 Supplies and Communication Equipment Leads or State Office Supplies and Communication Equipment Leads 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 Supplies and Communication Equipment Leads will forward the request for an inspection to the State Office Supplies and Communication Equipment Leads, who will then convey that request to the DHS Crisis Management Team's Director of Region Operations.

#### **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 Leads or Tracking and Location Leads who will refer the individual or family to local shelters, document where the family will be evacuating to. In instances where a significant safety issue exists the Statewide Constituent Services Leads or Tracking and Location Leads will coordinate with Intake who 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 State Office Finance and Physical Facilities Operations Coordinator, may be asked to support the assessment of damage to these facilities. In those instances, State Office Finance and Physical Facilities Operations Coordinator 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.

#### **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 Supplies and Communication Equipment Leads will be responsible for facilitating the move from primary facilities to secondary or tertiary facilities. This position 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 State Office Finance and Physical Facilities Operations Coordinator 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 Supplies and Communication Equipment Leads, 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 and will use DFCM to negotiate the leases of those facilities.

In no instance will the State Office Supplies and Communication Equipment Leads or Region Supplies and Communication Equipment Leads 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 Finance and Physical Facilities Operations Coordinator or Region Finance and Physical Facilities Operations Coordinator is responsible for regularly surveying facilities used for emergency operations. They will report any damage to the State Office Emergency Operations Coordinator or the Region Emergency Operations Coordinator. The Region Emergency Operations Coordinator will forward damage reports to the State Office Emergency Operations Coordinator who, in turn will forward the damage reports to the DHS Crisis Management Team.

Region Finance and Physical Facilities Operations Coordinators will also be responsible for assuring that buildings are regularly maintained and regular housekeeping is performed.

#### **1.6.7.14 COMMUNICATIONS**

State Office Communication, Meals, and Transportation Leads report directly to the State Office Finance and Physical Facilities Operations Coordinator. The Region Office Communications Leads reports directly to the Region Finance and Physical Facilities Operations Coordinator.

The Region and State Office Meals and Transportation Leads 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. If communications between the State Office and regions cannot be established, the State Office Meals and Transportation Leads 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 Meals and Transportation Leads will request authorization for purchase or rent of equipment from the State Office or Region Office Fiscal Operations Coordinator. This position will then forward the authorized request to the State Office Supplies and Communication Equipment Leads 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 Communication, Meals, and Transportation Leads, this will normally be accomplished by forwarding the request to the State Office Meals and Transportation Leads who will process the request through the Administrative Support Representative on the DHS Emergency Management/Continuity Team. In no instance will the Communications Leads commit to the purchase or lease of communication equipment without proper authorizations.

In all instances, the Communications Leads 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. Therefore, this plan does not include a specific donations management emergency response role.

Individuals wanting to donate bulk items will be referred to local non-profits that need and are equipped to handle donations. In the instance that the State EOC is opened and persons in the community wish to lend or donate large or bulk items, those items will be referred to the State EOC Donations Leads 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 Leads, 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.

Any inquiry regarding financial donations will be forwarded to the Statewide Budgeting, Accounting, and Payroll Leads for consideration.

## **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 IT System and Data 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 IT System and Data Coordinator will supervise the Statewide Statewide SAFE Team Leads who will identify damage to DCFS programs as well as provide an estimate on the time needed to resume normal operations. The Statewide Statewide SAFE Team Leads 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 IT System and Data 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 has primary responsibility for repair and maintenance of systems that support the SAFE CCWIS database. The full scope of the Utah Division of Technology Services Disaster Recovery/Continuity of Operations Plan can be found [here](#).

### **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.

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 Leads , who will immediately assess damage and begin rehabilitation of damaged records.

## **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 Leads and State Office Location and Tracking Leads. The State Office Service Delivery Coordinator also works closely with the Region Service Delivery Coordinators to assess and meet region needs.

The Region Service Delivery Coordinator report to the Region Emergency Operations Coordinator and will manage the Region Location and Tracking Leads, Alternative Placement Relocation Leads, Region DCFS-Operated Shelter Leads, and Region Crisis In-home Support Leads . This position 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 Leads 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 Leads, who report to the Region Service Delivery Coordinator, will obtain a report from the Region Data Analyst 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 Leads may request a copy of that report from the Statewide IT System and Data Coordinator, who will also provide that report to the State Office Location and Tracking Leads.

Utilizing this report, the Region Location and Tracking Leads 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 Leads 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.
- Staff from regions outside of the affected area.
- Qualified volunteers with the approval or Region or Division Director and who have successfully passed a background check, as required.

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 Leads 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, the Region Location and Tracking Leads 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 Leads or assigned caseworker will coordinate with the Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies Leads to ensure that inter-agency agreements or memoranda of understanding are in place that allow workers to enter shelters and contact families.

The Region Location and Tracking Leads or assigned 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 Leads will generate a secure electronic or paper form for each family displaying the information above. All forms generated should be transmitted daily to the State Office Location and Tracking Leads. If no State Office Location and Tracking Leads has been assigned, the forms should be provided to the or to the State Office Service Delivery Coordinator.

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 Leads will consult with the State Office Services Delivery Coordinator, the Statewide Constituent Services Leads, and the State Office Location and Tracking Leads to assess whether the Statewide Constituent Services Leads and the State Office Location and Tracking Leads have 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 Leads and the State Office Location and Tracking Leads cannot handle the call volume, the State Office Location Leads 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 establishes 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 Leads 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 Leads will coordinate with the National Emergency Child Locator Center (NECLC), FEMA's National Emergency Family Registry and Locator System (NEFRLS), and the American Red Cross Safe and Well system to ascertain if any children in DCFS custody are on any list of missing or located children. If a child is on the a list and has been located, the State Office Location and Tracking Leads will contact the Region Location and Tracking Leads and request they or the assigned 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 Leads 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 Leads or Region Location and Tracking Leads will contact the Statewide Inter-State Placement and Service Coordination Leads and request that the Leads 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 Leads will contact the Federal and States Liaison Coordinator 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. If Intake determines that the child should be taken into custody, kin placement, 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 with 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 and 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.

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.
- 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, 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 parent.
- 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, with Region or Division Director approval, volunteers that have successfully passed a background check, as required.

In the case where non-traditional placements are required, the Federal and States Liaison Coordinator 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 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 Leads, 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 Leads have the responsibility to place the child in the most appropriate, available location listed above.

The Region Alternate Placement Relocation Leads will collaborate with the Region Liaison Coordinator and Region Liaison with Local Government Agencies Leads, and Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies Leads to identify and track available resources. The Region Alternate Placement/Relocation Leads 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 Leads 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 Leads will ask that the Federal and States Liaison Coordinator 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 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 Leads may temporarily relocate the child to a location listed above. The Region Alternate Placement/Relocation Leads will contact the State Office Statewide Inter-State Placement and Service Coordination Leads 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 Leads will coordinate the activation of any interstate Memorandums of Understanding with the Federal and States Liaison Coordinator 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.

#### **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(ren) 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 Leads and the Region Alternate Placement/Relocation Leads 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 Leads 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 volunteers with the approval of Region or Division Director and who have successfully passed a background check, as required.
- Staff from regions outside of the affected area.

In the event that the Region Location and Tracking Leads 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 Leads 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. 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 Leads will notify the Statewide Inter-State Placement and Service Coordination Leads. The Statewide Inter-State Placement and Service Coordination Leads 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 Leads 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 Leads will coordinate with the State Office State Agency Liaison Leads to request that the State EOC 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, the State Office Service Delivery Coordinator will work with the Federal and States Liaison Coordinator 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 Leads will coordinate with the Division Director, State Office Service Delivery Coordinator and Federal and States Liaison Coordinator 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**

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.

The main consideration in processing a request through the Statewide Inter-State Placement and Service Coordination Leads 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 Leads 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 Leads 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 Leads will also notify State Office Service Delivery Coordinator and Federal and States Liaison Coordinator and determine if any interstate MOUs apply.

If the Statewide Inter-State Placement and Service Coordination Leads has not been contacted by the state from which the child/family evacuated, the Statewide Inter-State Placement and Service Coordination Leads will attempt to make contact with that state's ICPC Administrator or will coordinate with the Federal and States Liaison Coordinator and/or State Office State Agency Liaison Leads 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).

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 custody the child returns to the state they came from the Statewide Inter-State Placement and Service Coordination Leads 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 instances 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 DCFS-Operated Shelter Leads, 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 DCFS-Operated Shelter Leads will ensure that background checks have been completed and passed.

If it is necessary for DCFS staff to manage shelter activities and provide direct services to children, the Region DCFS-Operated Shelter Leads will work with the Region Staffing Leads to identify and assign DCFS staff to the shelter and ensure they receive appropriate shelter training as outlined in the FEMA Sheltering Handbook.

The Region DCFS-Operated Shelter Leads and support staff should not provide medical related assistance to those sheltered. The Region DCFS-Operated Shelter Leads in coordination with the Statewide Health and Mental Health Support Leads 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 buses obtained from local school districts.

- Local transportation vendors including the UTA.
- The National Guard.

In all instances where an employee transports a child or family, the employee will follow the guidelines outlined in 1.6.7.5. 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 Supplies and Communication Equipment Leads.

As mentioned above, 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 Leads 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 Leads 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 ensure that all plans and services are documented in SAFE.

#### **1.6.10 CONSTITUENT SERVICES**

The Statewide Constituent Services Leads 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 Leads should refer callers to the unaffected region in which the child or family resides.

The Statewide Constituent Services Leads 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 Leads will coordinate with the State Office or Region Service Delivery Coordinator to develop measures that will help ensure the safety of children and ensure needs are met.

During smaller Emergency Operations (E-1-S through E-3-S) the Statewide Constituent Services Leads 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 those evacuees, and for coordinating that information with the State Office or Region Location and Tracking Leads.

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 Leads will consult with the State Office Services Delivery Coordinator and Statewide Constituent Services Leads to assess whether the Statewide Constituent Services Leads 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 Leads cannot handle the call volume, the State Office Location and Tracking Leads 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 Leads 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 Leads 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 Leads, at the request of the State Office Emergency Operations Coordinator, 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 Leads will contact the Region Liaison Coordinator and Region Liaison with Local Government Agencies Leads and identify issues related to education of children in custody, and they will coordinate with the Utah State Office of Education to remedy those issues. That liaison position 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 Leads will coordinate his/her findings with the State Office Service Delivery Coordinator who will work with the Region Service Delivery Coordinator to ensure 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 Leads will contact the Region Internal Agency Liaison Leads to identify if the juvenile court serving the affected area is capable of adjudicating child welfare cases. The liaison position 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, such as video conferencing. The liaison position 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 Leads 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 Leads 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 within the State EOC.

### **Mental Health Services**

The State Office State Agency Liaison Leads, in coordination with the Statewide Health and Mental Health Support Leads, Region Liaison Coordinator, and Region Liaison with Local Government Agencies Leads, 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 Leads in coordination with the Statewide Health and Mental Health Support Leads 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 DEM is primarily the responsibility of the DHS Crisis Management Team. If the State Office State Agency Liaison Leads identifies any needs that are not currently being met, they 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 Leads 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 FEDERAL AND STATES LIAISON COORDINATOR**

The Federal and States Liaison Coordinator, 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 Federal and States Liaison Coordinator 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 Federal and States Liaison Coordinator 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.

#### **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 Leads, 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 Leads will be responsible for working with the Region Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies Leads to assess the capability of organizations to provide services. The State Office Liaison with In-State Providers, Partners, and Non-Profit Organizations Leads 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 Leads will be responsible for reporting emergency related needs of service providers and other community

organizations to the State Office Emergency Operations Coordinator. This position 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 Leads will coordinate with Region Supplies and Communication Equipment Leads and the State Office Supplies and Communication Equipment Leads 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.

#### **1.6.11.4 LIAISON WITH TRIBES**

The Statewide Tribal Liaison Leads, 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 Leads 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 Leads, Region Alternate Placement Relocation Leads, and State Office Location and Tracking Leads will notify the Statewide Tribal Liaison Leads and advise that liaison of the location of the child.

The Statewide Tribal Liaison Leads will also monitor FEMA Public Assistance to tribes 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 Coordinator and Region Liaison with Local Government Agencies Leads, at the request of the Region Emergency Response Coordinator, 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 Coordinator and Region Liaison with Local Government Agencies Leads 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 Coordinator and Region Liaison with Local Government Agencies Leads 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 Coordinator and Region Liaison with Local Government Agencies Leads will communicate their findings to the Region Location and Tracking Leads and Region Service Delivery Coordinator Leads, who will communicate with their State Office counterparts to ensure educational services are provided. The Region Liaison Coordinator and Region Liaison with Local Government Agencies Leads will also pass their findings to the State Office State Agency Liaison Leads 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 Coordinator and Region Liaison with Local Government Agencies Leads 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, such as 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 Coordinator and Region Liaison with Local Government Agencies Leads will be responsible for working with the Assistant Attorney General to ensure 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 Coordinator and Region Liaison with Local Government Agencies Leads will communicate his/her findings with the Region Service Delivery Coordinator and State Office State Agency Liaison Leads.

## **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 Coordinator and Region Liaison with Local Government Agencies Leads will assess the ability of local law enforcement to support DCFS child welfare services and communicate with the State Office State Agency Liaison Leads should alternate sources of support be needed.

## **Mental Health Services**

The Region Liaison Coordinator and Region Liaison with Local Government Agencies Leads will identify mental health related issues and coordinate with the State Office State Agency Liaison and the

Statewide Health and Mental Health Support Leads 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 Coordinator and Region Liaison with Local Government Agencies Leads will identify any health related issues and coordinate with the State Office State Agency Liaison and the Statewide Health and Mental Health Support Leads 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 Coordinator and Region Liaison with Local Government Agencies Leads identify any needs that are not currently being met, they 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 Coordinator and Region Liaison with Local Government Agencies Leads 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 Leads, 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 Leads 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 Leads 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 Leads 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 Leads 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 receiving 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.

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

The DHS PIO reports to the DHS Crisis Management Team and the DHS Executive Director and will coordinate all media contacts and relations with the State Public Information Officer in the JIC.

The DHS PIO 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 PIO in the JIC.

The DHS PIO 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 language appropriate media.
- Originate and coordinate department information released to the media and public by planning and executing print and video broadcasts, media public service campaigns, documentation surveys, special productions, and logistical support of public meetings and presentations.
- Represent DHS on the JIC.

### **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.

### **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 the Emergency Response team members who are assigned to prepare them, review 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 DHS Business Continuity Plan mandates that each Emergency Response/Business Continuity Plan will be exercised on a regular basis to uncover and remedy any potential shortcoming. Exercises should be conducted when:

- A major revision is made to the Plan.
- Additional production systems are implemented.
- Significant changes in systems software or data communications have occurred.
- The preparedness level of teams must be verified.

DCFS Administration recommends that joint exercises between the State Office and each region be conducted regularly. 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 Planner for the DCFS Emergency Response and Recovery Plan 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 may 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.

## 1.8 APPENDIX

### APPENDIX 1-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 users, customers, and computer applications.

**Division of Child and Family Services (DCFS):** DCFS is 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 to their families; provides short-term, culturally responsive foster care, kinship, 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 through its Family Violence Programs and Services Act grant. DCFS also offers child abuse and neglect prevention services through its Community-Based Child Abuse Prevention grant.

**DEM (DEM):** DEM is 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 DHS 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 (EOP):** The EOP is a document that describes the tasks and resources needed to meet agency and client needs following an emergency. The EOP is also known as the Business Continuity Plan.

**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 EOPs, 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:** Title or position filled by a person who performs emergency response related activities.

**Presidential Disaster:** 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.

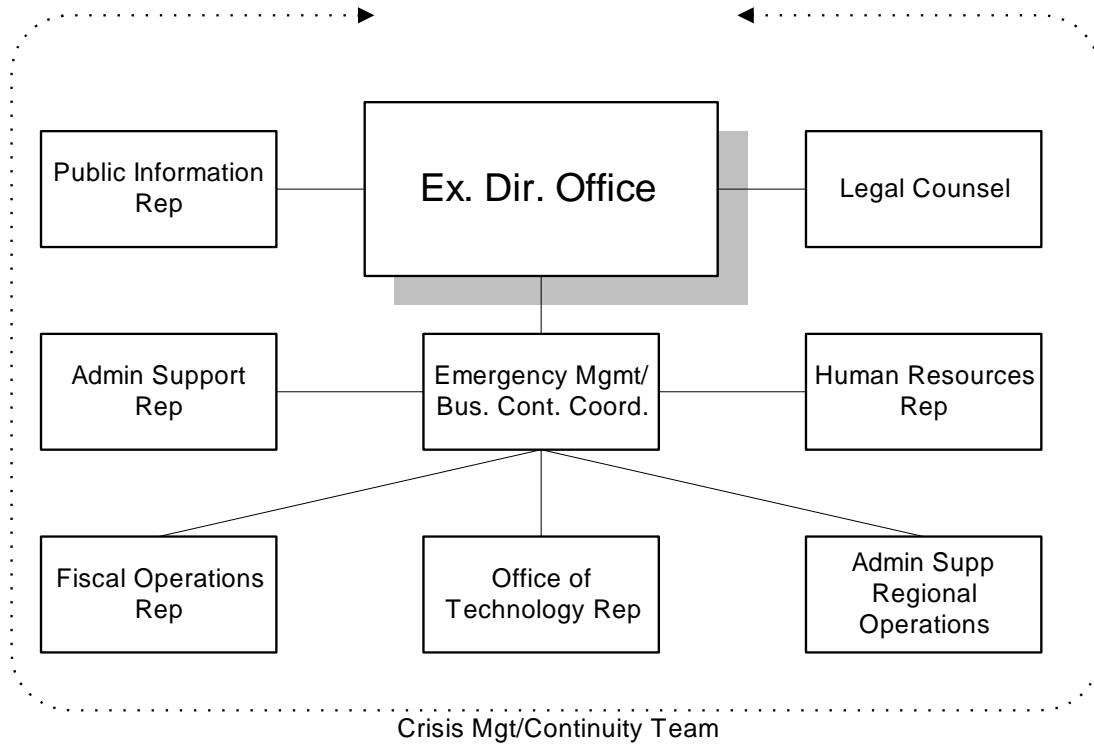
**Priority:** A mission essential service, function, or responsibility. Priority can also determine the order in which services will be provided and processes will be recovered.

**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.

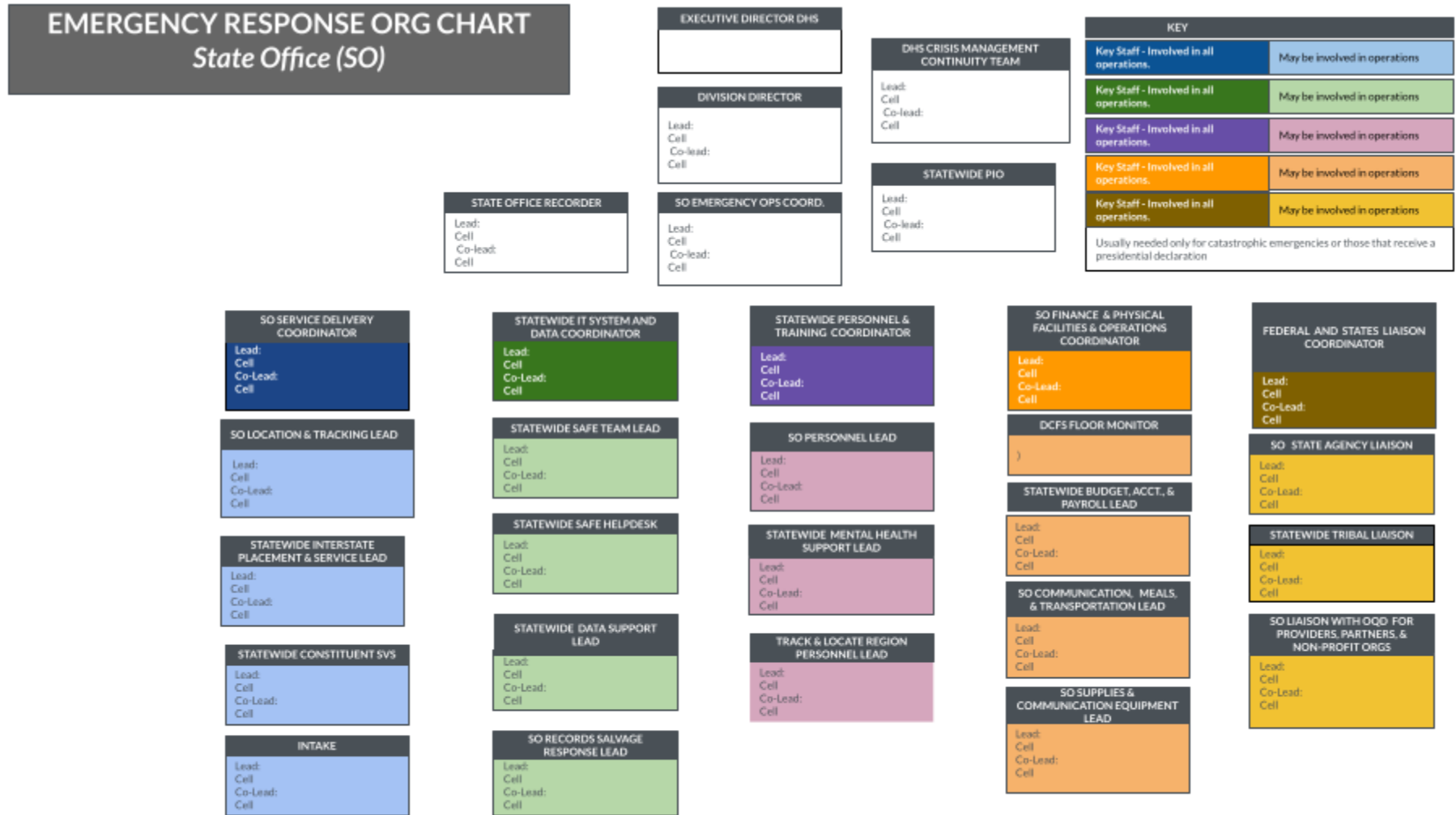
**Task:** Actions performed by emergency response staff that must occur in order to adequately respond to an emergency and/or ensure that the response effort is leading toward recovery.



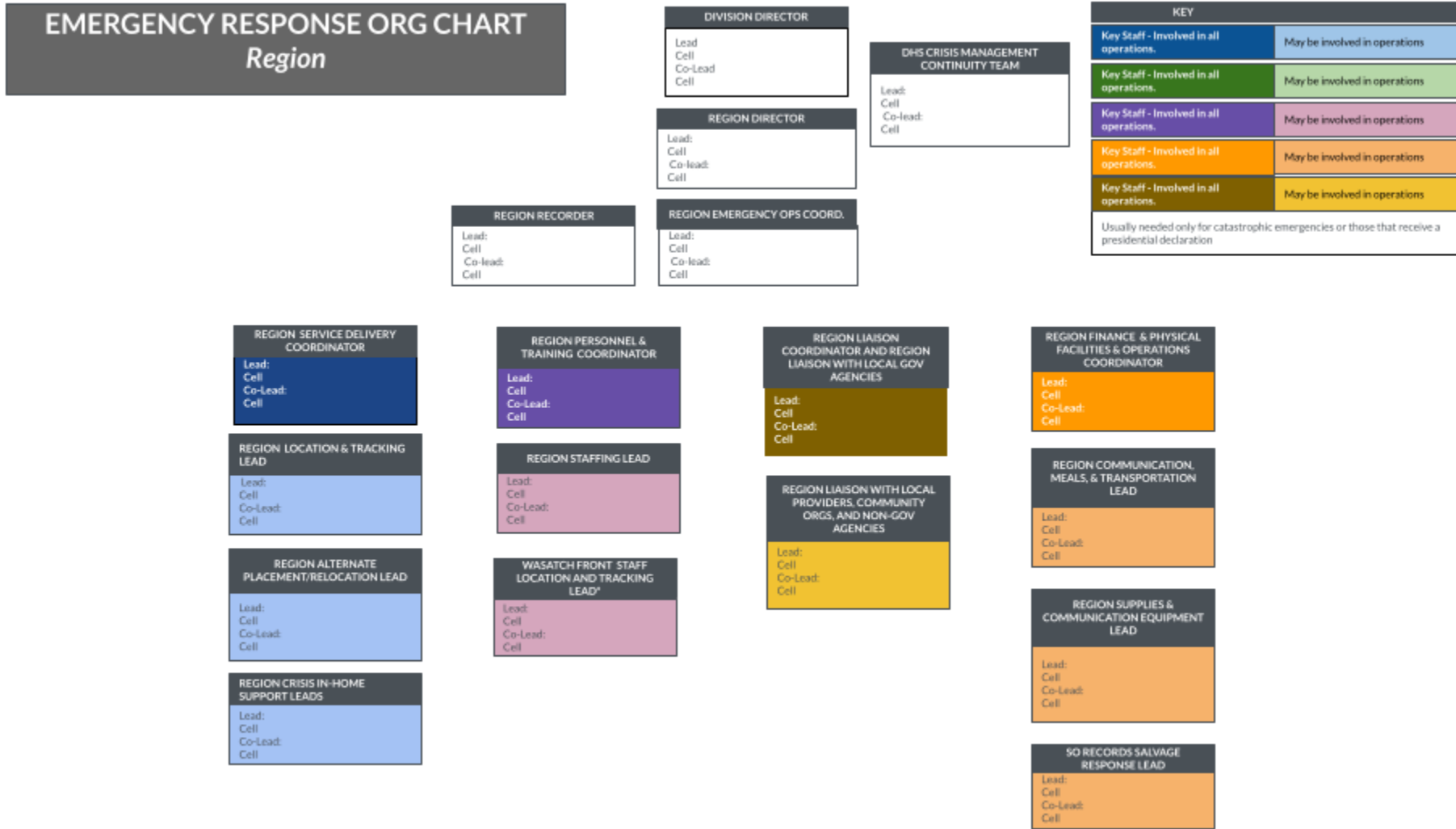
## APPENDIX 2-DEPARTMENT OF HUMAN SERVICES EMERGENCY MANAGEMENT STRUCTURE



# APPENDIX 3-DCFS STATE OFFICE (SO) EMERGENCY MANAGEMENT STRUCTURE EXAMPLE



# APPENDIX 4-REGION OFFICE EMERGENCY MANAGEMENT STRUCTURE EXAMPLE



## APPENDIX 5-POSITION RESPONSIBILITIES:

### State Office Position Responsibilities

<b>DIVISION DIRECTOR</b>	
<b>Supervised by: Executive Director Department of Human Services</b>	
<b>Lead</b>	
<b>Co-Lead</b>	

**DETERMINE ORGANIZATIONAL RESPONSE TO EMERGENCY**

- Contact Region Director(s) in the affected region(s) and determine the extent of emergency response needed.
- Contact the State Office Emergency Operations Coordinator and determine the State Office Emergency Management Structure to be utilized to support the Region(s)

**COMMUNICATION OF EMERGENCY STATUS**

- Provide reports on status of emergency and recommended response level to DHS Executive Director, DHS Public Information Officer, DHS Crisis Management/Continuity Team, legislature, and stakeholders

**LIAISON ROLES**

- Serve as liaison with DHS Crisis Management/Continuity Team
- Liaison with state legislators and stakeholders

**NORMAL BUSINESS OPERATIONS**

- Identify when and how the division will return to normal business operations
- Write and distribute a Transition Plan, if necessary
- Oversee and control normal business operations

**AFTER ACTION REPORT**

- Review and distribute the summary of the After Action Report (compiled by State Office Staffing Lead) to the DHS Executive Director, DHS Public Information Officer, and DHS Crisis Management Team/Continuity Team

**STATE OFFICE EMERGENCY OPERATIONS COORDINATOR**

**Supervised by: DCFS Division Director**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from Division Director and, with Director, determine the State Office Emergency Management Structure, including identifying Lead State Office Coordinators required to support emergency operations

**NOTIFICATION AND ASSESSMENT**

- Notify activated Lead State Office Coordinators of the status of the emergency and support needed for emergency operations
- Contact Region Emergency Operations Coordinator(s) and assess needs and support required

**DEVELOP EMERGENCY PLAN**

- Develop with DCFS Director and Lead State Office Coordinators an emergency-specific plan that:
  - identifies the impact of the emergency
  - 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
  - estimates the costs of operations (with support from the State Office Finance and Physical Facilities Operations) emergency related services

**PERSONNEL MANAGEMENT AND SUPPORT**

- Manage activities of Lead State Office Coordinators and support Region Emergency Operation Coordinators
- Hold staff meetings and obtain regular status reports from Lead State Office coordinators and Region Emergency Operations Coordinator(s)
- Serve as liaison with DHS Crisis Management/Continuity Team, in the absence of the Division Director and provide status reports
- Provide a list of uncounted for staff to the Division Director.

**RESOURCES AND COORDINATION**

- Work with Lead State Office Coordinators, Region Emergency Operation Coordinator(s), and the DHS Emergency Management Business Continuity Coordinator on the DHS Crisis Management/Continuity Team to identify resources needed
- Determine if those resources can be supplied and are potentially reimbursable by other state or federal agencies (including FEMA), before submitting requests for resources to those agencies
- Authorize acquisition of necessary supplies and equipment, with support from the State Office Finance and Physical Facilities Operations Coordinator

**REPORTS AND DOCUMENTATION**

- Provide status reports including costs of emergency operations and proposed alternative operations to Division Director, as needed
- Document and report concerns and successes resulting from emergency operations and develop solutions and strategies to deal with each

**DHS PUBLIC INFORMATION OFFICER**

**Supervised by: Division Director and DHS Communications Director**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from State Office Emergency Operations Coordinator, as needed to perform duties
- Designate Region Public Information Coordinators, if needed
- Gather information about DCFS response and recovery activities

**COMMUNICATION WITH PUBLIC**

- Assess the need to release information to the public regarding DCFS operations
- 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, and special productions

**COMMUNICATION WITH DCFS STAFF**

- Disseminate relevant information pertaining to the emergency such as adjustments in practice, education about the emergency, and status of and DCFS response to the emergency

**MEETING ATTENDANCE**

- Provide support at public meetings and presentations given by emergency response staff, when relevant to DCFS
- Represent DCFS at the DEM Joint Information Center (JIC)

**REPORTING**

- Provide status reports to Division Director and State Office Emergency Operations Coordinator, as needed

**STATE OFFICE RECORDER**

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

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from State Office Emergency Operations Coordinator, as needed to perform duties

**PROVIDE SUPPORT**

- Support activities of State Office Emergency Operations Coordinator, as requested

**DETERMINE REPORTING NEEDS SPECIFIC TO THE EMERGENCY**

- With the State Office Emergency Operations Coordinator, determine the specific reports that will be required during the course of the emergency and the time frame for submission of the report
- Establish a structure for submission of reports; may include electronic submission, such as Google docs
- Notify individuals responsible for preparation and submission of required reports and reporting processes
- Follow-up as needed to ensure completion of emergency reports

**DOCUMENT EMERGENCY OPERATION ACTIVITIES**

- Document emergency operation activities and the timeframe in which activities occur
- Document critical activities that have or have not been accomplished

**REPORTING**

- Provide status reports including identified critical activities, problems, or concerns that have or have not been resolved to State Office Emergency Operations Coordinator, as needed

**STATE OFFICE FINANCE AND PHYSICAL FACILITIES OPERATIONS COORDINATOR**

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

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency and recommended response level from State Office Emergency Operations Coordinator, as needed to perform duties.
- In coordination with the State office Emergency Operations Coordinator, determine which Finance and Physical Facilities Operations roles need to be activated and adjust activations as needed throughout the course of the emergency

**FINANCIAL OPERATIONS EMERGENCY MANAGEMENT STRUCTURE AND REGION NEEDS**

- Review the Financial Operations management structure and notify essential staff required to support emergency operations
- Contact Region Finance and Physical Operations Coordinator(s) and assess their needs
- Develop an emergency-specific financial plan that identifies the Finance 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

**SUPPORT BUSINESS OPERATIONS**

- Manage the activities of financial management staff including the Statewide Budgeting, Accounting and Payroll Lead; Supplies, Meals, and Transportation Lead; and Communications Support Lead
- Develop and disseminate guidelines to regions and State Office Emergency Operations Center staff, as needed
- Support Region Finance and Physical Facilities Operations Coordinators

**FACILITIES**

- Coordinate with regions for safety inspections of DCFS facilities with DHS Crisis Management Team and DAS Division of Facilities Construction and Management
- Coordinate with regions for safety inspections of DCFS Domestic Violence Shelter in Price and Christmas Box House in Ogden Facility through the DHS Crisis Management Team or through the DAS Division of Construction and Facilities Management
- Document the status of all DCFS facilities and pass the status report to the DHS Crisis Management Team
- Coordinate with OQD on the status of external partner facilities (contracted providers) and pass the status report to the DHS Crisis Management Team
- 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/lease of buildings through DHS Crisis Management Team. This team will coordinate the lease/ rental of buildings with the Division of Construction & Facilities Mgt.
- Regularly coordinate with DHS Emergency Management Business Continuity Coordinator on status of facilities used for emergency operations and report any damage; respond accordingly
- Ensure that buildings are regularly maintained

**DHS CRISIS MANAGEMENT/CONTINUITY TEAM, OFO, AND FEMA**

- Work with the DHS Crisis Management Team and OFO to develop and implement uniform internal Finance and operation policies, monitoring tools, standards, and procedures
- Monitor state and federal disaster Finance guidelines and policies and state and federal Finance reporting requirements, if needed
- Identify emergency operations and service delivery costs that may be refundable by FEMA under the Stafford Act or other available emergency funds

**REPORTS**

- Obtain reports from finance & facilities team, as needed
- Provide status reports including activities and cost of emergency operations to State Office Emergency Operations Coordinator, as needed



**STATEWIDE BUDGETING ACCOUNTING AND PAYROLL LEADS**  
**Supervised by: State Office Finance and Physical Facilities Operations Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from State Office Finance and Physical Facilities Operations Coordinator, as needed to perform duties

**REVENUE**

- Forecast emergency operations funding requirements
- Identify revenue sources to support emergency operations

**PURCHASES, PAYMENTS AND REIMBURSEMENTS**

- Make emergency purchases utilizing emergency procurement authority when authorized by the Director of Purchasing
- Process and document all emergency operations related vendor payments and employee reimbursements
- Work with the State Office Finance and Physical Facilities Operations Coordinator, DHS Finance Operations, or Administrative Services to:
  - Assure timely payment of vendor invoices and payments
  - Coordinate with HR to ensure timely payment and/or payroll for employees, such as coding or differential pay for emergency activities
- In the event that the emergency receives a Presidential declaration, coordinate with OFO to determine if emergency related expenses will be submitted to FEMA
  - If required, forward requests for reimbursement of emergency related expenses to DHS-OFO and/or Division of Emergency Management for submission to FEMA

**REGION COORDINATION**

- Provide instructions to regions, should alternate accounting procedures be implemented
- Provide assistance to regions to assure timely emergency payments to providers

**VENDOR CONTACT LIST**

- Maintain a record of primary points of contact for vendors providing goods or services that support emergency operations

**REPORTS**

- Prepare and present emergency operation financial reports to the division and department, and to other state offices as required
- Provide status reports to the State Office Finance and Physical Facilities Operations Coordinator, as needed

**STATE OFFICE COMMUNICATION, MEALS, AND TRANSPORTATION LEAD**  
**Supervised by: State Office Finance and Physical Facilities Operations Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on the status of emergency from State Office Finance and Physical Facilities Operations Coordinator, as needed to perform duties

**COMMUNICATION**

- Develop a list that includes telephone contact numbers for each member of the Emergency Mgt Team to be and disseminated, in the event internet access is unavailable. The current list can be found [here](#)
- If communications between affected areas, Regions, or State Office is not possible, establish a route of delivery and manage “runners” to transmit communications to and from DCFS units

**TRANSPORTATION**

- Coordinate the use of state owned vehicles with the DHS Crisis Management Team and the DHS Bureau of Administrative Services Transportation Office
- If the nature of emergency requires normal processes to be altered, implement modified process for tracking use of state owned or rental vehicles being used by DCFS staff

**MEALS**

- Work with the DHS Crisis Management Team for meals to provide to State Office Staff at MASOB, if needed
- When MRE’s are not available, determine if local non-profits or other Mass Care organizations are capable of delivering staff meals
- When MRE’s or meals through organizations providing Mass Care are not available, obtain approval from the State Office Finance and Physical Facilities Operations Coordinator and coordinate the purchase and delivery of meals from local food vendors

**REPORTS**

- Contact Region Resource Leads and obtain reports, as needed
- Provide status reports to the State Office Finance and Physical Facilities Operations Coordinator, as needed

**STATE OFFICE SUPPLIES AND COMMUNICATION EQUIPMENT LEADS**  
**Supervised by: State Office Fiscal and Physical Facilities Operations Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from State Office Fiscal and Physical Facilities Operations Coordinator, as needed to perform duties

**SUPPLIES**

- Inventory office supplies and other resources already in stock at the State Office
- Coordinate all requisitions for purchase, repair, or replacement of supplies or resources with the State Office Fiscal and Physical Facilities Operations Coordinator
- Upon the approval of the State Office Fiscal and Physical Facilities Operations Coordinator, purchase and document additional supplies in response to the emergency, such as personal protective equipment
- Identify resources needing repair or replacement and schedule repairs or file appropriate paperwork for replacement
- Inventory and track the use of supplies, including emergency supplies

**COMMUNICATION EQUIPMENT**

- Inventory communication equipment (i.e. emergency radios, cell phones, landlines, computers) already in stock, but not assigned to individuals in the State Office
- Identify resources needing to be repaired or replaced and coordinate with the State Office Fiscal and Physical Facilities Operations Coordinator all repairs or replacements
- Keep a log of equipment in use assigned to individuals and periodically inventory and inspect equipment for damage
- Contact Region Communication Equipment Leads to assess their communication equipment needs

**PURCHASING**

- When purchase of additional communication equipment is needed, determine entity through whom equipment must be ordered (i.e. DTS, DHS Emergency Operations, or other vendors) and obtain authorization for the purchase from the State Office Fiscal and Physical Facilities Operations Coordinator.

**REPORTS**

- Contact Region Communication Equipment Leads to obtain status reports, as needed
- Provide status reports to the State Office Fiscal and Physical Facilities Operations Coordinator, as needed

**STATEWIDE IT SYSTEM AND DATA COORDINATOR**  
**Supervised by: State Office Emergency Operations Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency and recommended response level from State Office Emergency Operations Coordinator, as needed to perform duties.
- In coordination with the State office Emergency Operations Coordinator, determine which IT System and Data emergency response roles need to be activated and adjust activations as needed throughout the course of the emergency

**IT SYSTEM COORDINATION**

- Oversee the Statewide SAFE Team Lead and Statewide SAFE Helpdesk
- Obtain information on data system and equipment damage and needed repairs; DTS computer support status; and helpdesk status

**DATA REPORTING AND RECORD SALVAGE RESPONSE COORDINATION**

- Oversee the State Office Data Support Coordinator and State Office Salvage Response Coordinator
- Obtain information related to assessed needs, repairs and maintenance, data identification and gathering, and research activities
- Obtain information about paper and electronic records damage, salvage activities, and state archives coordination

**REPORTING**

- Provide status reports including IT system and data reporting status, needs, and plans to State Office Emergency Operations Coordinator, as needed

**STATEWIDE SAFE TEAM LEADS**

**Supervised by: Statewide IT System and Data Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from the State Office IT System and Data Coordinator, as needed to perform duties

**DAMAGE ASSESSMENT**

- Assess damage to State Office data systems and equipment
- Contact Region Resource Leads to assess damage to computer systems and region’s access to SAFE
- Estimate damage and provide probable time frames for resumption of normal operations

**REPAIR AND/OR MAINTENANCE**

- Liaison with State Office or Region DTS staff to coordinate repair or maintenance of data systems and equipment.

**COMMUNICATION**

- Maintain contact with Department of Technology Services to determine status of computer support
- Notify users of tests of critical applications

**REPORTING**

- Provide status reports including specific needs identified by the state office and regions to the Statewide IT System and Data Coordinator, as needed

**STATEWIDE SAFE HELPDESK**

**Supervised by: Statewide IT System and Data Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from the Statewide IT System and Data Coordinator, as needed to perform duties

**STATUS OF SAFE**

- Notify staff of the status of SAFE and other data management programs, accessibility of SAFE modules, and projected down time for SAFE support
- As needed, coordinate with affected Region Operations Coordinator regarding SAFE and other data management program accessibility and needs

**PROVIDE EMERGENCY DATA SUPPORT**

- Respond to user queries regarding emergency data support
- Provide problem diagnosis, guidance, and assist in resolving users’ needs
- Log user problems, date and time, the status of the problem

**REPORTING**

- Provide status reports including major concerns or trends to the Statewide IT and Data Support Coordinator, as needed

**STATE OFFICE DATA SUPPORT LEADS**  
**Supervised by: State Office Statewide IT System and Data Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of the emergency from State Office IT System and Data Coordinator, as needed to perform duties

**ASSESS NEEDS**

- Assist the State Office and Region Emergency Operations Coordinators in utilizing data in assessing the needs of children and families immediately following an emergency

**DATA IDENTIFICATION AND GATHERING**

- With the State Office and Region Emergency Operations Coordinators identify data to track and support emergency operations and services provided
- Develop information gathering tools and reports that will support collection of new data needed

**RESEARCH**

- Coordinate with State Office Statewide IT System and Data Coordinator and Statewide PIO regarding and monitor emergency-related research conducted by internal or external agencies

**REPORTING**

- Provide status reports including data reports to the Statewide IT System and Data Coordinator, as needed

**STATE OFFICE RECORD SALVAGE RESPONSE LEADS**  
**Supervised by: Statewide IT System and Data Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of the emergency from Statewide IT System and Data Coordinator, as needed to perform duties

**ASSESS DAMAGE**

- Using available resources assess damage to paper and electronic documents and records

**SALVAGE/CONSERVATION**

- Initiate salvage/conservation of affected paper and electronic documents and records

**COORDINATE WITH STATE ARCHIVES**

- Contact State Archives to determine if archiving processes have been affected by the emergency and determine any needed adaptations to archiving processes
- Take necessary actions to maintain continuity of archiving functions, to the extent possible
- Coordinate with region support staff who do archiving functions

**REPORTING**

- Provide status reports including damage assessment, salvage status concerns, and updates of archives to the Statewide IT System and Data Coordinator, as needed

**STATEWIDE PERSONNEL AND TRAINING COORDINATOR**  
**Supervised by: State Office Emergency Operations Coordinator**

<b>Leads</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency and recommended response level from State Office Emergency Operations Coordinator, as needed to perform duties
- In coordination with the State office Emergency Operations Coordinator, determine which Personnel and Training emergency response roles need to be activated and adjust activations as needed throughout the course of the emergency

**TRAINING**

- If training needs are identified by the State Office Emergency Management Team, develop and provide the requested training. Method of training will be determined based on nature and scope of emergency.

For example:

- 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
- Adapt and conduct new casework training, as needed, based on the circumstances of the emergency
- Document training activities, including participants and training dates

**PERSONNEL**

- Oversee the State Office Staffing Lead, Statewide Mental Health Support Lead, and Staff Location & Tracking Lead (for staff outside SLC Area)

**REPORTING**

- Provide status reports including personnel and training activities to State Office Emergency Operations Coordinator, as needed

**STATE OFFICE STAFFING LEADS**

**Supervised by: Statewide Personnel and Training Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from Statewide Personnel and Training Coordinator as needed to perform duties

**PROVIDE REGION SUPPORT**

- Support emergency-related staffing activities of Region Staffing Coordinators

**STAFFING NEEDS**

- With the Statewide Personnel and Training Coordinator, determine essential staff required to support emergency operations
- Develop an emergency-specific plan that identifies the staffing structure and need for additional staff to support emergency operations
- Locate and activate staff from other regions, if sufficient staff are not available to support region or state office operations
- Coordinate staff travel to assist an affected region
- Determine if DHS Divisions or offices are able to release staff to assist DCFS emergency operations, as needed

**STATUS OF STAFF**

- Coordinate activities of staff supporting emergency operations with activities of staff maintaining normal business operations
- Identify means to inform a staff member’s family of the staff member’s status, when staff member is unable to do so

**REPORTING**

- Provide status reports including statewide staffing needs and staffing status to the Statewide Personnel and Training Coordinator, as needed
- When requested by the State Office Emergency Operations Coordinator, participate in DHS Emergency Operations meetings to provide a status report on statewide staffing of emergency operations



**STATEWIDE MENTAL HEALTH SUPPORT LEADS**  
**Supervised by: Statewide Personnel and Training Coordinator**

<b>Leads</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from Statewide Personnel and Training Coordinator as needed to perform duties

**STATUS OF STAFF MENTAL HEALTH**

- Identify potential mental health needs of staff assigned to emergency operations
- Coordinate with DSAMH or the Department of Health to identify resources available to support mental health needs of staff and individuals affected by the emergency
- Make recommendations regarding the reassignment of emergency operation staff experiencing medical and/or mental health problems

**PEER SUPPORT**

- Notify staff of available mental health resources
- Activate peer support staff or other supportive activities for staff, when needed

**REPORTING**

- Provide status reports including information about mental health resources that may be available to children or families affected by the emergency and to the State Office and Region Service Delivery Coordinators, as needed
- Provide status reports including staff mental health needs, available resources, and supportive activities to the Statewide Personnel and Training Coordinator, as needed

**STAFF LOCATION and TRACKING LEADS (For staff outside the Wasatch Front)**  
**Supervised by: Statewide Personnel and Training Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

*NOTES: This position is for catastrophic events that DO NOT affect the Wasatch Front but DO affect other area(s) within the state, most likely Southwest and/or Eastern Regions.*

*This position is located in the State Office.*

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from Statewide Personnel and Training Coordinator as needed to perform duties

**STAFF TRACKING**

- Accept calls from staff who have evacuated or who are evacuating from affected areas
- Obtain information about where staff have evacuated to, including address, contact telephone number, and e-mail address, that administration can use to contact the employee, if needed.

**DOCUMENTATION AND REPORTING**

- Document all information received on employee status, location, and contact information
- Report information received to the Statewide Personnel and Training Coordinator

**STATE OFFICE SERVICE DELIVERY COORDINATOR**  
**Supervised by: State Office Emergency Operations Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of the emergency and recommended response level from State Office Emergency Operations Coordinator, as needed to perform duties
- In coordination with the State office Emergency Operations Coordinator, determine which Service Delivery emergency response roles need to be activated and adjust activations as needed throughout the course of the emergency
- Manage daily activities of Program Administrators, Statewide Inter-State Placement & Service Coordination Mgr. & State Office Location & Tracking Mgr

**DCFS CLIENT NEEDS**

- Contact the Statewide Data Support Coordinator to identify how many children and families receiving DCFS services live in the affected area
- Contact Region Service Delivery Operations Coordinator(s) and assess their needs
- Coordinate with the State Office Location & Tracking Lead to determine needs and services

**COMMUNITY NEEDS**

- Contact the Statewide Data Support Coordinator to Identify how many children live in the affected area
- Coordinate intake of separated, unattended, orphaned, or other at-risk children with Intake, if needed
- At the recommendation of the Tracking and Location Mgr and/or Constituent Service Mgr, approve or disapprove the initiation of 1-800 or 1-886 tracking and location hotline and pass that recommendation on to the State Office Emergency Operations Coordinator
- Determine if inter-state MOUs should be activated and coordinate activation of those MOUs with the Statewide Liaison with Federal Partners and Surrounding States

**DEVELOP EMERGENCY-SPECIFIC PLAN**

- 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)

**MANAGEMENT AND SUPPORT**

- With the Federal and States Liaison Coordinator, determine what new financial or other assistance may be available to clients from agencies providing emergency services
- Manage activities of Program Administrators, Statewide Inter-State Placement & Service Coordination Mgr, State Office Location & Tracking Mgr, and Statewide Constituent Services Mgr
- Coordinate emergency related activities with State Office Program Administrators maintaining normal business operations
- Hold staff meetings and obtain regular status reports from program administrators and leads, as needed

**REPORTING**

- Obtain reports from Region Service Delivery Coordinators and support their operations, as needed
- Provide status reports to State Office Emergency Operations Coordinator, as needed

**STATE OFFICE LOCATION and TRACKING LEADS**  
**Supervised by: State Office Service Delivery Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from State Office Service Delivery Coordinator, as needed to perform duties

**DETERMINE LOCATION AND SAFETY OF CHILDREN IN CUSTODY AND FAMILIES RECEIVING IN-HOME SERVICES INCLUDING KIN PLACEMENTS AND TRIAL HOME PLACEMENTS**

- Contact Region Location and Tracking Lead to determine location and safety status of children in custody (including ICWA status) and placements and families receiving in-home services.
- Coordinate with Statewide Interstate Placement and Service Coordination Lead and the State Office State Agency Tribal Liaison to ensure all relevant information is shared between the three roles

**RELOCATION TRACKING ICPC**

- Provide a list to the Statewide Interstate Placement and Service Coordination Lead of the children in DCFS custody and the person(s) responsible for those children that have evacuated to another state, so that ICPC can be invoked, where applicable
- Coordinate with the Statewide Interstate Placement and Service Coordination Lead to address ICPC duties relevant to relocation of children out of state due to the emergency

**RELOCATION TRACKING ICWA**

- Contact the Statewide Tribal Liaison to provide a listing of the ICWA children in custody and the person(s) responsible for those children have evacuated to another state, so that ICWA services and ICPC can be invoked, if applicable
- Contact the Statewide Tribal Liaison and request they make contact with the receiving Tribe when an ICWA child in custody, and the person(s) responsible for those children has evacuated to a location out of state and coordinate with other states and tribes, if applicable

**UNLOCATED CHILDREN**

- If the child/family cannot be located, coordinate with the State Office Emergency Operations Coordinator and request assistance from the DHS Crisis Management Continuity Team to determine if local EOC aid is available

**CHILD LOCATION AND TRACKING EMERGENCY CALL CENTER**

- With the direction of the State Office Service Delivery Coordinator and the State Office Emergency Operations Coordinator, determine if:
  - A Statewide Child Location and Tracking Emergency Phone Number/Email needs to be activated to accept calls/emails from children and/or families that have relocated and DCFS has been unable to track the location of these individuals
    - If activated, notify Statewide Constituent Services Lead of activation and need to monitor the emergency phone number and email address
  - Call centers in regions need to be activated
    - If determined that activation is needed, contact State Office Communication and Equipment Lead and Region Staffing Coordinators for assistance with activation and staffing
- In the event that the National Emergency Child Locator Center (NECLC) has been activated, determine if any children in DCFS custody are on the NECLC list of children missing or found
  - Contact the Region Location and Tracking Lead and request contact be made with the child or family, if a child is on the NECLC list and has been located

**REPORTING**

- Obtain reports on child and/or family location and safety status from the Region Location and Tracking Lead and support their operations, as needed.
- Provide status reports to State Office Service Delivery Coordinator, as needed

**STATEWIDE INTERSTATE PLACEMENT and SERVICE COORDINATION LEADS**

**Supervised by: State Office Service Delivery Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from the State Office Service Delivery Coordinator, as needed to perform duties

**ICPC CHILDREN** (DCFS Custody, Out-of-State Custody, Private Placement Adoptions, and Residential Treatment Centers)

- Contact the State Office Location and Tracking Lead to determine how many children in custody, the person(s) responsible for those children, or families receiving in-home services have evacuated to another state so that ICPC can be invoked, where applicable
- Contact Region Interstate Placement & Service Coordinators to determine location & safety status of ICPC children in custody within and outside of Utah
- Coordinate with State Office Location & Tracking Lead and State Office State Agency Tribal Liaison to ensure all relevant information is shared

**CHILDREN FROM UTAH**

- Contact the ICPC Administrator in states where Utah 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 order to establish ICPC
- In the event that communications are not possible with a receiving state, coordinate with the State Office State Emergency Operations Coordinator and request assistance from DHS Crisis Management Continuity Team and the State EOC to contact the receiving state’s EOC ICPC administrators in surrounding states
- In the event of an evacuation, immediately work with the receiving state’s ICPC office to assist in the child’s safe return to home state

**CHILDREN FROM OTHER 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 Utah DCFS 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

**MOUS**

- In the event of an emergency in Utah, determine if a request for adaptations need to be requested to the MOUs for NEICE, ICPC, or the Navajo Nation.

**REQUEST FOR WAIVERS**

- Coordinate with the State Office Service Delivery Coordinator and Statewide Liaison with Federal Partners and Surrounding States to develop a request for a waiver of timeframes for ICPC home studies, if reporting timeframes cannot be met

**REPORTING**

- Provide status reports to State Office Service Delivery Coordinator, as needed

**STATEWIDE CONSTITUENT SERVICES LEADS**  
**Supervised by: State Office Service Delivery Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain a report on the status of the emergency and recommended response level from the State Office Service Delivery Coordinator, as needed to perform duties

**IDENTIFY NUMBERS OF STAFF NEEDED**

- Identify numbers of staff needed to respond to volume of calls for support, and report staffing needs to the State Office Staffing Coordinator

**RESPOND TO INQUIRIES**

- 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.
  - If activated, also respond to calls and emails from the Statewide Child Location and Tracking Emergency Phone Number/Email
- 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 and provide that information to the State Office Location and Tracking Lead
- 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 report that information to the State Office and/or Region Location and Tracking Lead

**DOCUMENT AND REPORT**

- Provide status reports including caller concerns to State Office Service Delivery Coordinator, as needed
- If needed, relay specific concerns or other relevant information to appropriate program administrators

**FEDERAL AND STATES LIAISON COORDINATOR**  
**Supervised by: State Office Emergency Operations Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain a report on the status of the emergency and recommended response level from the State Office Emergency Operations Coordinator, as needed to perform duties
- In coordination with the State office Emergency Operations Coordinator, determine which Statewide liaison emergency response roles need to be activated and adjust activations as needed throughout the course of the emergency

**LIAISON COORDINATORS**

- Provide regular status updates and support to liaison coordinators for state agencies, tribes, and providers, as needed

**LIAISON WITH FEDERAL PARTNERS**

- Provide regular updates to federal partners regarding emergency operations and the status of services provided to children and families
- Obtain and share with state staff federal information applicable to the emergency, such as federal laws, policy directives, waiver flexibility, and emergency funding opportunities; and act as lead for state action or responses to federal requirements
- Work with federal partners to determine if service delivery processes or outcome measures, division reporting requirements, or other federal mandates may be deferred or adapted, and request waivers of those requirements when appropriate
  - If non-traditional placements are required, contact Federal regional office to determine if a children’s eligibility for IV-E reimbursement will be affected in order to retain IV-E funding, including need to request waiver
- Relay material resources or technical support needs to federal partners
- Represent DCFS on boards, committees, or at ad-hoc meetings coordinated by or that involve federal partners

**LIAISON WITH SURROUNDING STATES**

- Negotiate or activate Memoranda of Understanding or Intergovernmental 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, if needed
- Provide regular updates to surrounding states regarding emergency operations and status of services provided to children and families, when applicable
- Represent DCFS on boards, committees, or at ad-hoc meetings coordinated by or that involve surrounding states

**REPORTING AND DOCUMENTATION**

- Provide status reports to State Office Emergency Operations Coordinator, as needed
- Document contacts with federal partners and surrounding states

**STATE OFFICE STATE AGENCY LIAISON**  
**Supervised by: Federal and States Liaison Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of the emergency from the Federal and States Liaison Coordinator, as needed to perform duties

**LIAISON WITH STATE AGENCIES**

- Represent DCFS on boards, committees, or at ad-hoc meetings coordinated by or that involve other state agencies

**State Office of Education**

- Contact the Office of Education to determine which schools are open and whether services to children in custody are 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

**Juvenile Court**

- 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

**Public Safety**

- 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

**Physical Health and Mental Health**

- In coordination with the Statewide Health and Mental Health Support Lead 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 DSAMH
- In coordination with the Statewide Health and Mental Health Support Lead 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 DOH
- 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

**REPORT**

- Report information on state agency support available to children/ families to Federal and States Liaison Coordinator

**STATE OFFICE LIAISON WITH IN-STATE PROVIDERS, PARTNERS and NON-PROFIT ORGS**

**Supervised by: Federal and States Liaison Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from Federal and States Liaison Coordinator as needed to perform duties

**LIAISON WITH IN-STATE PROVIDERS, PARTNERS, AND NON-PROFIT ORGANIZATIONS**

- As requested to respond to the emergency, represent DCFS on boards, committees, or at ad-hoc meetings coordinated by or that involve service providers and community organizations.
- In conjunction with DHS/OQD, assess needs of service providers and other community organizations and report those needs to the Statewide Coordinator for Federal Partners & Surrounding States
- In conjunction with DHS/OQD, determine 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

**REPORT**

- Provide status report on needs of in-state providers, partners, and non-profit orgs to the Federal and States Liaison Coordinator

**STATEWIDE TRIBAL LIAISON**

**Supervised by: Federal and States Liaison Coordinator**

<b>Lead</b>	
<b>Co-Lead</b>	

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from Federal and States Liaison Coordinator as needed to perform duties

**LIAISON WITH TRIBES AND DEPARTMENT**

- As requested to respond to the emergency, 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 Indian Child Welfare Act (ICWA) children or families affected by an emergency.
- Coordinate DCFS ICWA communication needs, efforts, and reporting requirements with DHS Native American Liaison
- Coordinate services delivered by tribes with those provided by the division.

**COORDINATE WITH STATE OFFICE LOCATION & TRACKING MGR AND STATEWIDE INTERSTATE PLACEMENT AND SERVICE COORDINATION MGR**

- In cooperation with the State Office Location and Tracking Lead and Statewide Interstate Placement and Service Coordination Lead, track ICWA children placed in an alternate placement that evacuated outside the affected area or that have special emergency related needs
  - Coordinate with Statewide Interstate Placement and Service Coordination Lead for any ICWA children placed through ICPC

**MOUs**

- In the event of an emergency in Utah or surrounding states, contact the State Office Service Delivery Coordinator and Statewide Coordinator for Federal Partners and Surrounding States to determine if any ICWA Intergovernmental Agreements (IGAs) or MOUs apply

**REPORTING**

- Provide status reports to Federal and States Liaison Coordinator, State Office Location and Tracking Lead, and/or Statewide Interstate Placement and Service Coordination Lead, as needed
- Provide status reports to tribal governments and agencies to update them on division emergency response and recovery activities, as needed



Region Position Responsibilities

**REGION DIRECTOR**  
Supervised by: DCFS Division Director

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**DETERMINE ORGANIZATIONAL RESPONSE TO EMERGENCY**

- Contact Region Office leadership in the affected area and discuss the extent of the emergency response needed.
- Contact DCFS Division Director and provide a status report on the emergency and determine the extent of emergency response needed.
- Contact the Region Emergency Operations Coordinator and determine the State Office Emergency Management Structure to be utilized to support the Region(s).
- Identify and designate the location Region Office Emergency Operations Headquarters
- Obtain the Division Director approval of proposed Emergency Management Structure

**COMMUNICATION OF EMERGENCY STATUS**

- Provide status reports to DCFS Division Director and Public Information Officer

**LIAISON ROLES**

- Serve as liaison with local and county government officials, as well as state legislators or officials visiting the affected area

**RECORDS ASSESSMENT**

- Assess damage to paper documents/case files and appoint a Region Record Salvage Response Team to mitigate damage

**NORMAL BUSINESS OPERATIONS**

- Identify when and how the region will return to normal business operations
- Write and distribute to Division Director a Transition Plan, if necessary
- Oversee and control normal business operations

**PERSONNEL**

- Oversee the Region Emergency Operations Coordinator

**AFTER ACTION REPORT**

- Review and distribute the summary of the After Action Report (compiled by the Region Staffing Lead) to the DCFS Division Director and Public Information

**REGION EMERGENCY OPERATIONS COORDINATOR**

**Supervised by: Region Director**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- 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

**NOTIFICATION AND ASSESSMENT**

- Notify Lead Region Office Coordinators of the Status of the emergency and support needed for emergency operations.
- 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 EMERGENCY PLAN**

- Develop an emergency-specific plan that
  - Identifies the impact of the emergency
  - 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
  - Estimates the costs of operations and emergency related services

**MANAGEMENT AND SUPPORT**

- Manage the daily activities of region coordinators to review emergency response activities in region offices and receive status reports
- Provide daily status reports to the DHS Public Affairs Officer

**RESOURCES AND COORDINATION**

- 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

**PERSONNEL**

- Oversee the Region Service Delivery Coordinator, Region Personnel and Training Coordinator, Region Finance and Physical Facilities and Operations Coordinator, Region Liaison Coordinator
- Provide a list of Region Office staff that are unaccounted for to the State Office Emergency Operations Coordinator and to the State Office Staff Location and Tracking Leads (for staff located outside the Wasatch front) or the Southwest Region Staff Location and Tracking Leads (for staff located along the Wasatch front)

**REPORTS AND DOCUMENTATION**

- 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
<b>Leads</b>					
<b>Leads</b>					

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from Region Emergency Operations Coordinator, as needed to perform duties

**DETERMINE REPORTING NEEDS SPECIFIC TO THE EMERGENCY**

- With the Region Emergency Operations Coordinator, determine the specific reports that will be required during the course of the emergency and the time frame for submission of the reports
- Establish a structure for submission of reports, such as Google docs
- Notify individuals responsible for preparation and submission of required reports and reporting processes
- Follow-up to ensure completion of emergency reports, as needed

**DOCUMENT EMERGENCY OPERATION ACTIVITIES**

- Document emergency operation activities and the timeframe in which activities occur
- Document critical activities that have or have not been accomplished

**REPORTING**

- Provide status reports including identified critical activities, problems, or concerns that have or have not been resolved to Region Emergency Operations Coordinator, as needed

**REGION FINANCE AND PHYSICAL FACILITIES OPERATIONS COORDINATOR**

**Supervised by: Region Emergency Operations Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency and recommended response level from Region Emergency Operations Coordinator, as needed to perform duties.
- In coordination with Region Emergency Operations Coordinator, determine which Finance and Physical Facilities Operations roles need to be activated and adjust activations as needed throughout the course of the emergency

**DETERMINE FINANCIAL OPERATIONS EMERGENCY MANAGEMENT STRUCTURE AND ASSESS REGION NEEDS**

- Determine the Financial Operations management structure and, with the support of the Region Staffing Lead, notify essential staff required to support emergency operations
- Develop an emergency-specific financial plan that identifies the Finance operations management structure and the financial and material resources needed to provide services
- Discuss with State Office Finance and Physical Facilities Operations Coordinator the additional state and federal financial and material resources needed to provide services, and estimate on the costs expected costs of planned operations and emergency related services

**SUPPORT BUSINESS OPERATIONS**

- Manage the activities of financial management staff
- Develop monitoring tools and standards to audit emergency operation expenditures and act as the primary contact for external auditors

**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, if needed
- Document the status of region DCFS facilities and provide status reports to the Region Emergency Operations Coordinator
- 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/lease of buildings through DHS Crisis Management Team, if needed. This team will coordinate the lease/ rental of buildings with the Division of Construction & Facilities Mgt.
- Ensure that buildings are regularly maintained and housekeeping is performed

**PERSONNEL**

- Oversee the Region Communication, Meals, and Transportation Lead; Region Supplies and Communication Equipment Lead, and the Region Record Salvage Response Lead

**REPORTS**

- Obtain reports from finance & facilities team, as needed
- Provide status reports including activities and cost of emergency operations to Region Emergency Operations Coordinator and State Office Finance and Physical Facilities Operations Coordinator, as needed

**REGION COMMUNICATION, MEALS, and TRANSPORTATION LEADS**  
**Supervised by: Region Fiscal and Physical Facilities Operations Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

*NOTE: In a catastrophic disaster this function may need to be split into separate functions*

**STATUS OF EMERGENCY**

- Obtain reports on the status of emergency from Region Finance & Physical Facilities Operations Coordinator, as needed to perform duties

**COMMUNICATION**

- Develop a list that includes telephone contact numbers for each member of the Emergency Mgt Team to be and disseminated, in the event internet access is unavailable
- If communications between affected areas, Regions, or State Office is not possible, establish a route of delivery and manage “runners” to transmit communications to and from DCFS units
- Coordinate with the State Office to establish call centers in regions or contract with an in-or out-of-state call center, if needed

**TRANSPORTATION**

- Coordinate the use of state owned vehicles with the State Office Communication, Meals, and Transportation Lead
- If the nature of emergency requires normal processes to be altered, implement modified process for tracking use of state owned or rental vehicles being used by region staff

**MEALS**

- Work with the Region Emergency Operations Coordinator for meals to provide to agency staff who are unable to leave the office, if needed
- Determine if local non-profits or other Mass Care organizations are capable of delivering meals to staff, if needed
- When MRE’s or meals through organizations providing Mass Care are not available, obtain approval from the Region Finance Operations Coordinator and coordinate the purchase and delivery of meals from local food vendors

**REPORTS**

- Contact Region Resource Leads and obtain reports, as needed
- Provide status reports to the State Office Finance and Physical Facilities Operations Coordinator, as needed

**REGION SUPPLIES AND COMMUNICATION EQUIPMENT LEADS**  
**Supervised by: Region Fiscal and Physical Facilities Operations Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from Region Fiscal and Physical Facilities Operations Coordinator, as needed to perform duties

**SUPPLIES**

- Inventory office supplies and other resources already in stock at region offices
- Coordinate all requisitions for purchase, repair, or replacement of supplies or resources with the Region Fiscal and Physical Facilities Operations Coordinator
- Upon the approval from the Region Fiscal and Physical Facilities Operations Coordinator, purchase and document additional supplies in response to the emergency, such as personal protective equipment
- Identify resources needing repair or replacement and schedule repairs or file appropriate paperwork for replacement
- Inventory and track the use of supplies, including emergency supplies

**COMMUNICATION EQUIPMENT**

- Inventory communication equipment (i.e. emergency radios, cell phones, landlines, computers) already in stock, but not assigned to individuals in region offices
- Identify resources needing to be repaired or replaced and coordinate with the Region Fiscal and Physical Facilities Operations Coordinator for all repairs or replacements
- Keep a log of equipment in use assigned to individuals and periodically inventory and inspect equipment for damage

**PURCHASING**

- When purchase of additional communication equipment is needed, determine entity through whom equipment must be ordered (i.e. DTS, DHS Emergency Operations, or other vendors) and obtain authorization for the purchase from the Region Office Fiscal and Physical Facilities Operations Coordinator.

**REPORTS**

- Provide status reports to the Region Fiscal and Physical Facilities Operations Coordinator, as needed

**REGION RECORD SALVAGE RESPONSE LEADS**

**Supervised by: Region Fiscal and Physical Facilities Operations Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency from Region Fiscal and Physical Facilities Operations Coordinator as needed to perform duties

**ASSESS DAMAGE**

- Using available resources, assess damage to paper and electronic documents and records

**SALVAGE/CONSERVATION**

- Initiate salvage/conservation of affected paper and electronic documents and records

**COORDINATE WITH STATE ARCHIVES**

- Contact State Record Salvage Response Leads to determine if archiving processes have been affected by the emergency and determine any needed adaptations to archiving processes
- Take necessary actions to maintain continuity of archiving functions, to the extent possible
- Coordinate with State Office Record Salvage Response Leads regarding needed archiving functions

**REPORTING**

- Provide status reports including damage assessment, salvage status concerns, and updates of archives to the State Office Record Salvage Response Leads, as needed

**REGION PERSONNEL AND TRAINING COORDINATOR**

**Supervised by: Region Office Emergency Operations Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency and recommended response level from Region Emergency Operations Coordinator, as needed to perform duties
- In coordination with the Region Emergency Operations Coordinator, determine which Personnel and Training emergency response roles need to be activated and adjust activations as needed throughout the course of the emergency

**TRAINING**

- If the State Office Emergency Management Team identifies training needs, develop necessary trainings and coordinate with State Office and Region training teams to provide the trainings. Method of training will be determined based on nature and scope of emergency.

For example:

- 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
- Adapt and conduct new casework training, as needed, based on the circumstances of the emergency
- Document training activities, including participants and training dates

**PERSONNEL**

- Oversee the Region Staffing Lead and Wasatch Front Staff Location and Tracking Lead

**REPORTING**

- Provide status reports including personnel and training activities and status of staff from affected areas along the Wasatch Front (if applicable) to State Office Emergency Operations Coordinator, as needed



**REGION STAFFING LEADS**

**Supervised by: Region Personnel and Training Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain reports on status of emergency and recommended response level from Region Personnel and Training Coordinator, as needed to perform duties

**STAFFING NEEDS**

- Relay specific staffing needs to the Region Emergency Operations Coordinator, as needed. Obtain reports on status of the emergency and recommended response level from the Region Personnel and Training Coordinator and determine essential staff required to support emergency operations
- Develop an emergency-specific staffing plan that identifies the staffing structure and identify any needs for additional staff that may be needed to support emergency operations
- 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 Lead for staff from other regions
- Coordinate and report to Region Staffing Lead travel of staff from other regions (or the State Office) that travel to the affected area to support operations
- Contact the Region Human Resources 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

**STATUS OF STAFF**

- Make contact with region staff not involved in emergency operations to determine their status
- Coordinate activities of staff supporting emergency operations with those of staff maintaining normal business operations
- Identify means to inform a staff member’s family of the staff member’s status, when staff member is unable to do so

**REPORTING**

- Provide status reports including region staffing needs and staffing status to the Region Emergency Operations Coordinator and the Statewide Personnel and Training Coordinator, as needed

**Southwest Region Staff Location and Tracking Leads**  
**Supervised by: the Region Personnel and Training Coordinator**

Region	Southwest
Lead	
Co-Lead	

*NOTE: This position is for catastrophic events that DO affect the Wasatch Front.*

*This position located in SW Region*

**STATUS OF EMERGENCY**

- Obtain reports on status of the emergency from the Southwest Region Personnel and Training Coordinator.

**STATUS OF STAFF AND LOCATIONS**

- Accept calls from staff who have evacuated or who are evacuating from areas along the Wasatch Front or other affected areas.
- Obtain information about where staff have evacuated to, including address, contact telephone number, and e-mail address, that administration can use to contact the employee, if needed.

**DOCUMENTATION AND REPORTING**

- Document all information received on employee status, location, and contact information
- Report information received to the Southwest Region Personnel and Training Coordinator

**Region Service Delivery Coordinator**  
**Supervised by: Region Emergency Operations Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain reports on status of the emergency and recommended response level from the Region Emergency Operations Coordinator, as needed to perform duties
- In coordination with the Region Emergency Operations Coordinator, determine which Service Delivery emergency response roles need to be activated and adjust activations as needed throughout the course of the emergency
- In cooperation with Region Staffing Lead, notify individuals assigned to activated Service Delivery response roles
- Manage daily activities of Region Inter-State Placement & Service Coordination Lead and Region Location & Tracking Mgr

**DCFS CLIENT NEEDS**

- Contact the State Office Service Delivery Coordinator to Identify how many children and families receiving DCFS services live in the affected area
- Coordinate with the Region Location & Tracking Lead to determine needs and services

**COMMUNITY NEEDS**

- 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 receiving DCFS services who have relocated outside the area and where they have relocated to

**DEVELOP EMERGENCY-SPECIFIC PLAN**

- 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 Region Tracking and Location Leader, 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

**MANAGEMENT AND SUPPORT**

- Coordinate emergency response and recovery activities with staff conducting normal business activities, as needed
- Manage the daily activities of service delivery staff including the Region Location and Tracking Lead, Alternative Placement/Relocation Lead, Region Shelter Lead, and Region Crisis In-home Support Lead Support Lead
- Hold staff meetings and obtain regular status reports from Leads as needed

**PERSONNEL**

- Oversee the Region Location and Tracking Lead, Region Alternate Placement/Relocation Lead, Region DCFS-Operated Shelter Lead, and the Crisis In-Home Support Lead

**REPORTING**

- Provide a report of activities to the Region Emergency Operations Coordinator, as needed

**Region Location and Tracking Leads**  
**Supervised by: Region Emergency Operations Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain a report on the status of the emergency from the Region Service Delivery Coordinator, as needed to perform duties

**DETERMINE LOCATION AND SAFETY OF CHILDREN IN CUSTODY, THE PERSON(S) RESPONSIBLE FOR THOSE CHILDREN, AND FAMILIES RECEIVING IN-HOME SERVICES, INCLUDING KIN PLACEMENTS AND TRIAL HOME PLACEMENTS**

- Obtain a listing of children in custody, the person(s) responsible for those children, and families receiving in-home services that reside within the affected area from the Region Service Delivery Coordinator (supplied by the State Office Data Coordinator)
- Request that supervisors instruct out-of-home and in-home caseworkers to determine from their caseloads the location and safety of out-of-home placements and in-home families in affected areas. RFCs, Kinship Workers and/or Placement Coordinators may provide assistance
- To determine location and safety:
  - Coordinate a home visit to the child’s location if the child or family cannot be contacted (or if phone service is unavailable)
  - If the child and/or family still cannot be located, request local law enforcement assistance
  - If the child and/or family still cannot be located, coordinate with the State Office Location & Tracking Lead to determine if local EOC aid is available

**EVACUATIONS/RELOCATIONS**

- Determine if any families caring for a child in custody and if any in-home services families have evacuated or have plans to evacuate the area
- If evacuation has occurred or is planned to occur, identify the region or state to which the child and/or family has or will be relocating
  - If a child has or will be relocating to another region, notify the State Office Location and Tracking Lead
  - If a child has or will be relocating to another state, notify the State Office Location and Tracking Lead and the Statewide Inter-State Placement and Service Coordination Lead
  - If an ICWA child or family has or will be relocating to another region, notify the Statewide Tribal Liaison and the State Office Location and Tracking Lead
  - If an ICWA child or family has or will be relocating to another state, notify the Statewide Tribal Liaison, State Office Location and Tracking Lead and the Statewide Inter-State Placement and Service Coordination Lead

**AGREEMENTS AND MOUs**

- Coordinate with the Region Liaison with Local Providers, Community Organizations, Indian Tribes, and Non-Governmental Agencies to activate inter-agency agreements or memoranda of understanding that allow workers to enter and contact families in emergency shelters

**DOCUMENTATION AND REPORTING**

- Record any updates pertaining to the safety of the child as well as the location, telephone number, and other pertinent information regarding a site to where the family has, or plans to relocate in SAFE, including SAFE Activity Logs
- Provide Child and/or Family Location and Safety Status Report to the Region Service Delivery Coordinator and the State Office Location and Tracking Lead, as needed

**Region Alternate Placement Leads**  
**Supervised by: Region Service Delivery Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain a report on the status of the emergency from the Region Service Delivery Coordinator, as needed to perform duties

**IDENTIFICATION OF NEEDS (In coordination with the Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies)**

- 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 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

**COORDINATION OF NEW PLACEMENTS**

- Coordinate with caseworker on the 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

**COORDINATE WITH SO LOCATION & TRACKING LEAD, STATEWIDE INTER-STATE PLACEMENT & SERVICE COORDINATION LEAD, AND STATEWIDE TRIBAL LIAISON**

- Contact the State Office Location and Tracking Lead and/or Statewide Inter-State Placement and Service Coordination Lead and request they 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 Lead and/or Statewide Inter-State Placement and Service Coordination Lead 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

**WAIVER CONSIDERATION**

- Request Federal and States Liaison Coordinator contact Administration on Children, Youth, and Families (ACYF) to discuss the emergency impact on Placement Stability outcome measures and, if appropriate, request a temporary waiver of those outcome measures

**REPORTING**

- Provide a report of activities to the Region Service Delivery Coordinator, as needed

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

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain a report on the status of the emergency from the Region Service Delivery Coordinator as needed to perform duties

**IDENTIFICATION OF AND RESPONSE TO IN-HOME CLIENT NEEDS**

- Coordinate with region in-home supervisors and caseworkers to identify families receiving DCFS in-home services that are experiencing difficulty as a result of the emergency and assess their needs
- If needed, assess the availabilities and capabilities of local, state, and/or federal resources to meet in-home client needs
- Coordinate with in-home supervisors and caseworkers to provide information and referral services to children and families that may meet qualifications for available emergency assistance services
- Coordinate the delivery of additional services with in-home supervisors and caseworkers

**DOCUMENTATION**

- Coordinate with in-home supervisors and caseworkers to ensure caseworkers document contacts and activities in SAFE

**REPORTING**

- Provide a status report to the Region Service Delivery Coordinator, as needed

**Region DCFS-Operated Shelter Leads**  
**Supervised by: Region Service Delivery Coordinator**

*\*NOTE: Eastern and Northern Regions Only*

Region	Eastern	Northern
<b>Leads</b>		
<b>Co-Leads</b>		

**STATUS OF EMERGENCY**

- Obtain a report on the status of the emergency from the Region Service Delivery Coordinator as needed to perform duties

**IDENTIFICATION OF SHELTER NEEDS**

- Assess whether any distinct accommodations are needed for DCFS-operated shelters to provide shelter services to their target population and coordinate the response to those needs with the direction of the Region Service Delivery Coordinator

**RESPONSE COORDINATION**

- Coordinate the response to address shelter needs, with the direction of the Region Service Delivery Coordinator

**REPORTING**

- Provide a status report to the Region Service Delivery Coordinator

**Region Liaison Coordinator and Region Liaison with Local Government Agencies  
Supervised by: Region Emergency Response Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain reports on status of the emergency from the Region Emergency Operations Coordinator as needed to perform duties

**LIAISON WITH LOCAL GOVERNMENT AGENCIES**

- Represent the Region on work groups, committees, or boards coordinated by local government agencies that address the needs or services provided to victims of the emergency
- Communicate with local government agencies regularly to update them on DCFS emergency response and recovery activities and coordinate services

**LIAISON WITH SCHOOLS**

- Contact local school districts to learn the impact of the emergency on schools and determine if children in custody are able to attend school or if they may have evacuated to another area
- Communicate findings regarding children and schools to Region Location and Tracking Lead, Region Service Delivery Coordinator, and to the State Office State Agency Liaison who will address educational services concerns

**LIAISON WITH JUVENILE COURT, AAGs OFFICE, and LAW ENFORCEMENT**

- Determine whether the juvenile court serving the affected area is capable of adjudicating child welfare cases, if court facilities have been affected by the emergency, and 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 if there are any confidentiality issues that could arise due to changing of court venues or procedures
- Work with the AAG to ensure caseworkers actions protect the child’s legal rights and can be defended due to the emergency nature of the situation
- Determine 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

**LIAISON WITH STATE OFFICE HEALTH AND MENTAL HEALTH LEAD**

- Identify staff mental health needs and coordinate with the State Office State Agency Liaison and the Statewide Health and Mental Health Lead 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 health related concerns and coordinate with the State Office State Agency Liaison and the Statewide Health and Mental Health Lead who will be responsible for communicating those needs to the Department of Health or, in a presidential declared emergency, the ESF-8 representative at the State EOC

**PERSONNEL**

- Oversee the Region Liaison with Local Providers, Community Orgs, and Non-Gov Agencies

**MEETINGS**

- When requested, represent DCFS at the local EOC

**Region Liaison with Local Providers, Community Orgs, and Non-Gov Agencies**  
**Supervised by: Region Service Delivery Coordinator**

Region	Eastern	Northern	Salt Lake Valley	Southwest	Western
<b>Leads</b>					
<b>Co-Leads</b>					

**STATUS OF EMERGENCY**

- Obtain reports on status of the emergency from Region Liaison Coordinator as needed to perform duties

**LIAISON WITH LOCAL PROVIDERS, COMMUNITY ORGS**

- As requested to respond to the emergency, represent the region and Region Emergency Management Team on all formal and informal work groups, committees, and/ 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 if they have 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

**LIAISON WITH NON-GOVERNMENTAL AGENCIES**

- Communicate with non-governmental agencies (including residential care facilities, proctor care agencies, mental health providers, domestic violence shelters, church organizations, nonprofits 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

**REPORTING**

- Report to the Region Service Delivery Coordinator all findings from the above
- Report to the Region Service Delivery Coordinator if there are providers or community organizations that are capable of providing new services or if they are incapable of providing normal services