

Chapter 8

State of Utah Division of Child and Family Services



Emergency Response and Recovery Plan

(Updated December 30, 2014)



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Record of Changes				
Change Number	Date of Change	Date Entered	Sections to Which Changes Were Made	Change Made By
1	May 9, 2011	March 30, 2011	Added sections 8.6.5.1 "Responsibilities of Division Director" and 8.6.5.2 "Responsibilities of the Region Director"; Updated Mission Essential Services; Changed title of some positions; Updated Emergency Management Structures and Job Responsibilities	D. Florence
2	November 15, 2011	November 11, 2011	Updated Emergency Management Structure, Change references related to the Division of Homeland Security to Division of Emergency Management. Renamed the "Regional Internal Agency Liaison" to "Regional Liaison with Local Government Agencies." Changed "Regional External Agency Liaison" to "Regional 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 8.6.6.2 <i>Contacting Staff Following an Emergency</i> and Section 8.6.9.6 <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 8.6.7.5 stating the Resource Manager needs to assure 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



8.1 Plan Summary

8.1.1 Authorities and References

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

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

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

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

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

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



8.1.2 Purpose:

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

8.1.3 Scope:

This plan:

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

8.1.4 Distribution

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

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

8.2 Definitions and Acronyms

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



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

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

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

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

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

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

Emergency Management/Business Continuity Plan: The Department of Human Services Plan that guides the Department's response and identifies roles of Divisions and Offices within the Department in an emergency.

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 Operations Team.

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



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

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

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

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

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

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

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

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

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

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

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

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



8.3 Assumptions

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

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

Other assumptions on which DCFS bases this plan are:

- A 7.0 or larger earthquake along the Wasatch Front, deemed a “catastrophic emergency”, poses the largest “natural” threat to life and property in the State of Utah.
- In a catastrophic emergency 20% of children in DCFS custody, the person(s) responsible for those children, as well as families receiving in-home services will become homeless.
- In a catastrophic emergency 25% (5% of all children in custody, the person(s) responsible for those children, as well as families receiving in-home services) of those homeless families will voluntarily or involuntarily evacuate to surrounding counties or states.
- In a catastrophic emergency 10% of children in an out of home placement will need to be relocated to an alternate placement.
- In a catastrophic emergency 10% of individuals that are dead or injured will be providing support to their children, therefore leaving their children separated, or unattended.
- In a catastrophic emergency 7% of children separated, or unattended will have no surviving relative in the area (will be orphaned).
- Reports of abuse and neglect will increase by 10% in the three-months immediately following a catastrophic emergency.
- DCFS and its provider network are highly reliant on communications technology for voice and data exchange to support day-to-day operations.
- Offices within Regions will need support from staff from within, or outside of their Region for emergencies rated above E-2-S (see [Emergency Response Classification](#)).
- Following a catastrophic event, Regions and/or the State Office will need additional staff, supplies, or technical support in order to mount an effective response.
- While emergency operations may affect one or more Regions, normal business operations will be maintained in Regions unaffected by the emergency.
- Following an E-2-M or higher emergency, schools will be closed, access to courts will be limited, and support by law enforcement will diminish.



- Following an emergency, children in custody, the person(s) responsible for a those children, as well as families receiving in-home services remaining in their place of residence will require an increased array of services.
- A background screening will need to be performed for any person volunteering or providing direct DCFS support services to children or their families.

8.4 Impact Analysis

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

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

A general assessment of potential Utah disasters and their impact can be located on the State of Utah Division of Emergency Management website at <http://publicsafety.utah.gov/emergencymanagement/documents/HazardsHandbookDraft8.pdf>.

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

After a catastrophic earthquake in the Salt Lake Valley Region it is estimated that 75 families receiving in-home services will become homeless with as many as 14 families evacuating outside the affected area. More than 77 children in the Salt Lake Region currently residing in an out of home placement will need to be relocated to an alternate placement and as many as 1,040 children will be unattended or separated from their families with 72 becoming orphaned. In



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

Estimated Impact on Children and Families Following a Catastrophic Emergency by Region (All numbers have been rounded)					
	Children and Families Receiving DCFS Services			Children and Families in the General Public that May Require DCFS Services	
Region	Families Receiving In-Home Services That Become Homeless	Families Receiving Services that Evacuate Outside the Affected Area	Children in Out of Home Placement that will Require an Alternate Placement	Children Unattended, Separated/ Orphaned	Additional Reported/ Substantiated Cases of Child Abuse and Neglect (after 3 months)
Eastern	39	10	35	290/20	30/11
Northern	70	18	72	730/51	133/47
Salt Lake Valley	57	14	77	1,040/72	214/75
Southwest	22	6	24	260/18	41/14
Western	38	10	61	570/40	83/29

8.5 Emergency Response System

8.5.1 State of Utah Division of Emergency Management (DEM)

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

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

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

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



DEM uses the State of Utah National Incident Management System (NIMS) as the basis for its Incident Command System (ICS) structure. NIMS concepts and principles address the consequences of any emergency, disaster, or incident in which there is a need for State resources to conduct prevention, preparedness, response, and/or recovery assistance activities.

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

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

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

Department of Human Services
PRIMARY ESF RESPONSIBILITIES
ESF # 6-Mass Care
SUPPORT ESF RESPONSIBILITIES
ESF # 5-Information and Planning
ESF # 7-Resource Support
ESF # 11-Food & Water
ESF # 12-Energy
ESF # 15-Public Information



8.5.2 Department of Human Services

8.5.2.1 Department of Human Services Structure

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

Division of Aging and Adult Services (DAAS)

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

Division of Child and Family Services (DCFS)

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

Division of Juvenile Justice Services (JJS)

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

Division of Services for People with Disabilities (DSPD)

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

Division of Substance Abuse and Mental Health (DSAMH)

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



Office of Licensing (OL)

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

Office of Public Guardian (OPG)

- Offers information, referral, and educational services related to guardianship
- Conducts assessments and petitions courts for guardianship
- Acts as the guardian or conservator to incapacitated adults who have no one else to help them.

Office of Recovery Services (ORS)

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

Support units include:

- Fiscal Operations
- Administrative Support
- Human Resources

8.5.2.2 Department of Human Services Emergency Management Structure

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

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

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



8.5.2.3 Crisis Management Team

The Crisis Management Team is the initial command and control staff of the Department. The Crisis Management Team consists of The Executive Director's Office and other key personnel as required. The Crisis Management Team will:

- Coordinate activities with the State Division of Emergency Management and Homeland Security 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.

8.5.3 Division of Child and Family Services

8.5.3.1 DCFS Organizational Structure

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

DCFS State Office Administration

195 North 1950 West-First Floor

Salt Lake City, UT 84116

Phone: (801) 538-4100

Fax: (801) 538-3993

The office of the Division Director is located in the State Office. Two administrative teams coordinate activities and make policy decisions that guide agency programs and services (see DCFS Organizational Chart). First, the DCFS State Office Administrative Team meets weekly and is comprised of the Director, two Deputy Directors, the Finance Director, the SAFE, Evaluation, and Research Director, Director of Professional Development, Director of Out-of-Home Program and Practice Improvement, Director of In-Home Programs, the Federal Revenue Manager, Contracting and Auditing Managers, and the SAFE Manager. It is the body that has primary responsibility for overseeing state office operations including planning, budgeting, and communications.



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

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

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

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

8.5.3.2 Plan Maintenance

It is the responsibility of the Division Director to assure that the Emergency Response and Recovery Plan is reviewed and updated yearly. The Division Director has designated the Deputy Director over Program and Practice Improvement, In-home Programs, and Professional Development as the person responsible for developing or revising this plan, for submitting the plan for approval, and for coordinating with the Federal Revenue Manager to distribute the plan to local, State, and Federal partners.

8.5.3.3 DCFS Mission Essential Services

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

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



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

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

8.5.3.4 DCFS Emergency Management Structure

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

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

8.5.3.5 Continuity of Operations

While emergency operations may affect one or more Regions, normal business operations will be maintained in other Regions unaffected by the emergency. In larger emergencies, where a Region or Regions are not able to conduct normal daily activities, the Division Director or his/her designee may, at his/her discretion, transfer the affected Region’s normal activities to



another Region, or to staff in the State Office, who are not directly supporting emergency operations.

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

8.6 Concept of Operations

8.6.1 Emergency Response Classification

DHS has identified three priority timeframes by which emergency responses¹ 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 (or possibly Federal) assistance to adequately respond and recover.

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

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



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

8.6.2 Command and Control

8.6.2.1 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.

8.6.2.2 Secondary

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

8.6.3 Notification and Activation

8.6.3.1 Notification

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

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



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

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

The Division has thirty-eight 800 MHz radios available for use during an emergency. One is held by the Division Director. Each Regional Director has a radio in their possession. All other radios have been located in regional 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.

8.6.3.2 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 Regional Emergency Management Structure recommended by the Region Director
- Locate and establish the DCFS State Office Emergency Operations Headquarters
- Determine the [DCFS State Office Emergency Management Structure](#) to be utilized and contact the State Office Emergency Operations Coordinator
- Contact the DHS Executive Director and provide a status report
- Contact the DHS Public Information Officer and provide a status report

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

- Make contact with local emergency responders, the local EOC, or Incident Command Center
- Obtain an approximation of how many families are affected by the emergency
- Obtain an approximation of how many families have been evacuated because of the emergency
- Use data systems to locate children and families served by the Division that are both located within the affected area and/or that may have evacuated
- Establish an Emergency Operations Headquarters at the Regional Office or alternate site identified
- Determine the Regional 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.

8.6.4 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.

Region	Primary	Secondary	Tertiary
DCFS State Office	MASOB 195 North 1950 West Salt Lake City, UT 84116 Phone: (801) 538-4100 Fax: (801) 538-3993	Salt Lake Valley Detention Center 3450 S 900 W, Salt Lake City, UT 84119 Phone: (801) 261-2060	Richfield Regional Office 201 East 500 North Richfield, UT Phone (435) 896-1250 Fax (435) 896-1260
Intake	Oquirrh Office 3452 South 8400 West Magna, UT 84404 Phone Hotline: 1-855-323-3237 Fax:1-855-323-3238		
Eastern	Blanding Office 522 North 100 East Blanding, UT 84511-2707 Phone:(435) 678-1491 Fax: (435) 678-1472	DCFS office in the city or county where the emergency occurs	Castle Dale Office 1060 North Desbee Dove Road P.O. Box 878 Castle Dale, UT 84513 Phone:(435) 381-4730 Fax: (435) 381-4734
Northern	Northern Region Administration 950 East 25th Street, Suite C Ogden, UT 84401-2626 Phone:(801) 629-5800 Fax:(801) 629-5866	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	Oquirrh Office 2655 West Lake Erie Drive West Valley City, UT 84120 Phone: (801) 952-4100 Fax: (801) 952-4101	Fashion Place Office 6100 Fashion Blvd Murray, UT 84107 Phone: (801) 281-5100 Fax: (801) 281-5130	TAL Office 466 West Bearcat Drive Salt Lake City, UT 84115 Phone: (801) 488-2620 Fax: (801) 488-2648
Southwestern	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 Regional 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 1106 North 1200 West Orem, UT 84057 Phone: (801) 224-7820 Fax: (801) 426-0623



8.6.5 Emergency Operations Management

8.6.5.1 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 Regional 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
- Distribute blank copies of the After Action Report to emergency response staff and compile completed summaries into a single document to be distributed to the DHS Crisis Management Team and DHS Executive Director.

8.6.5.2 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 Regional 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 Regional Emergency Operations Coordinator and provide a status report
- Determine the [Regional Offices Emergency Management Structure](#) to be utilized and obtain the Division Director's approval of that structure
- Identify the Regional Office Emergency Operations Headquarters
- Make contact with DHS [Public Information Officer](#) and provide a status report.



During emergency operations the Region Director will:

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

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

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

8.6.5.3 State Office Emergency Operations Management

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

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

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

8.6.5.4 Regional Emergency Operations Management

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



8.6.5.5 Recording Emergency Related Activities

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

8.6.6 Staffing

8.6.6.1 Preparedness

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

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

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

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

8.6.6.2 Contacting Staff Following an Emergency

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

In the State Office the Division Director has delegated the responsibility for contacting all State Office staff to the State Office Staffing Coordinator.



[Region Directors](#) utilize a number of different systems to contact staff in their regions. One uses a “call-tree” system where supervisors are responsible for contacting and reporting on the welfare of all staff they immediately supervise. Another uses a “reverse call tree” system where staff are responsible for calling their supervisors. And a third utilizes a “circular call tree” system where one staff member is responsible for calling another staff member on a list of all staff within the region, or within a Regional office.

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

8.6.6.3 Staff Evacuating from the Affected Area

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

Manti Office Office – (435) 835-0789 Cell – (435) 340-1043 Alternate: Office: (435) 835-0784
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In the event of a catastrophic event that has not affected the State Office and/or the Salt Lake Valley Region, staff evacuated or evacuating from the affected area will be responsible for contacting the [State Office Staff Location and Tracking Manager](#), will advise staff of their location, and provide addresses, telephone numbers, or e-mail addresses that the State Office can use to contact the employee.

State Office Location and Tracking Manager (801) 538-4361 Alternate: (801) 538-8284

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



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

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

8.6.6.4 Contacting Family if the Staff Member is at Work

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

In any case where a staff member and their family need to evacuate the area they should contact the designated Staff Location and Tracking Manager (see section 8.6.6.2).

8.6.6.5 State Office Staffing

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

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

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

8.6.6.6 Staff/Client Health and Mental Health

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



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

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

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

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

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

Likewise, if following an emergency employees experience readjustment difficulties or have post-deployment emotional issues, they may contact the Statewide Health and Mental Health Support Manager, can take advantage of Employee Assistance Program resources, or are encouraged to contact their health insurer to determine if other resources are available.

8.6.6.7 Regional Office Staffing

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

This individual will be responsible for coordinating the staffing needs of the Regional Emergency Operations Headquarters with those that support normal daily business activities. The position will assist the Regional 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 Regional Staffing Coordinator will work closely with the Statewide Health and Mental Health Support Manager to identify individuals experiencing medical or emotional problems and



for making a recommendation regarding the reassignment of those individuals to another emergency related function or back to normal daily duties. That person will also be responsible for obtaining travel authorizations and travel reimbursement requests from staff serving from outside of the Region and for forwarding those documents to the State Office Staffing Coordinator for processing.

8.6.6.8 Recruitment of Additional Staff

The State Office Staffing Coordinator and Regional Staffing Coordinator will coordinate with the Statewide Data Support Coordinator to monitor workloads and caseloads of staff providing services. In the case where additional staff are needed the Regional Staffing Coordinator will notify the State Office Staffing Coordinator who will communicate the need to the State Office Emergency Operations Coordinator and the Division Director. After conferring with the DHS Crisis Management Team and the Executive Director, the State Office Emergency Operations Coordinator or the Division Director may authorize the recruitment of additional staff².

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

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

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

8.6.6.9 Volunteer Management

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

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

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



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

8.6.6.10 Background Screening Requirements

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

8.6.7 Fiscal Operations

8.6.7.1 State Office Fiscal Operations

The State Office Fiscal Operations Coordinator reports directly to the State Office Emergency Operations Coordinator and indirectly to the DHS Crisis Management Continuity Team's Fiscal Operations Representative. That person is responsible for managing daily activities of the Budget, Accounting, and Payroll Manager, State Office Resource Manager, and State Office Communications Manager. That person is responsible for setting emergency fiscal policies and procedures and distributing those policies and procedures to the Regional Fiscal Operations Coordinator and other staff as necessary.

The DCFS budget does not include general revenue funding for disaster related services. Emergency related staffing, resource, and service costs would need to be obtained through solicitation of:

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

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

The State Office Fiscal Operations Coordinator is responsible for developing and implementing a financial tracking system that will allow the division to track expenditures for emergency



operations separately from normal daily business operations. That person will also be responsible for working with the Financial Operations Representative on the DHS Crisis Management Team to request reimbursement of costs for the delivery of emergency services from State or Federal agencies (including FEMA).

8.6.7.2 Regional Fiscal Operations

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

8.6.7.3 Budgeting, Accounting, and Payroll

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

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

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

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

The State Office Resource Manager³ reports to the State Office Fiscal Operations Coordinator and is responsible for all procurement, 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.

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



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

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

8.6.7.5 Resource Management-Transportation

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

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

Should rental vehicles be required to support emergency operations, the Regional Resource Manager will request authorization for rental of vehicles from the Regional Fiscal Operations Coordinator and request rental of vehicles from the State Office Resource Manager. That manager will coordinate rental of vehicles with the DHS Crisis Management Team. Enterprise Rental is the only approved provider of rental vehicles (see <http://fleet.utah.gov/dailypool>).

In all cases where rental vehicles are needed, approval of the Division Director and DHS Crisis Management Team should be obtained. Regions can accomplish this by forwarding the request to the State Office Resource Manager who will obtain the approval of the Division Director and pass to the request to the Administrative Support Representative on the DHS Emergency Management/Continuity Team (or to the DHS Bureau of Administrative Services <http://bas.utah.gov/services/motor-pool/>).

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

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



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

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

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

In all instances, DHS and DCFS transportation policies and procedures (DHS Policy and Procedure 1-12 <http://www.hspolicy.utah.gov/>, DCFS Practice Guideline 303.12 <http://www.hspolicy.utah.gov/dcfs/pdf/300.pdf> and Department of Administrative Services <http://das.utah.gov/component/content/article/21-policies-and-procedures/16-commute-use.html> will be followed when operating a motor vehicle while on state business.⁴

8.6.7.6 Resource Management-Computer Equipment

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

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

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

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



8.6.7.7 Resource Management-Office Supplies

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

8.6.7.8 Resource Management-Care and Comfort of Employees

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

The State Office Resource Manager will work with the DHS Crisis Management Team to coordinate the delivery of Meals Ready to Eat (MREs), or other supplies in stock, to State Office staff. If those meals have been used or are not available, the State Office Resource Manager will seek assistance through Mass Care operations provided by community organizations, or the State EOC. When meals, snacks, or water need to be purchased or obtained locally the State Office Resource Manager will work with the DHS Crisis Management Team to request that the DHS Executive Director approve allocation of funds for the purchase of meals, snacks, or drinks. The Regional Resource Manager will coordinate the delivery of meals with Mass Care operations provided by community organizations, or the local EOC. When meals, snacks or water need to be purchased or obtained locally the Regional Resource Manager will contact the State Office Resource Manager who will work with the DHS Crisis Management Team to request that the DHS Executive Director approve allocation of funds for the purchase of meals, snacks, or drinks.

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

The Regional Resource Manager may also be tasked with securing living quarters for staff transferred into an affected area from another Region. In this instance the Regional Resource Manager will identify hotels or motels capable of accommodating extended stays for staff or may work with local landlords to identify available rental housing.⁵ The Regional Resource Manager may be asked to reserve rooms for staff but, since staff will voucher for lodging, should not

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



make payment for those rooms without the approval of the Regional Fiscal Operations Coordinator.

8.6.7.9 Resource Management-Other Resources

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

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

8.6.7.10 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 Regional Resource Manager or State Office Resource Manager will accompany the Division Director, Regional Director, and/or the State Office or Regional 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 Regional operations the Regional Resource Manager will forward the request for an inspection to the State Office Resource Manager, who will then convey that request to the DHS Crisis Management Team's Director of Regional Operations.

8.6.7.11 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 Coordinator or Tracking and Location Manager who will refer the individual or family to local shelters, document where the family will be evacuating to, and if necessary coordinate with Centralized Intake, which, if significant safety issues exist, may initiate a new case.

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



8.6.7.12 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 Regional Resource Manager will be responsible for facilitating the move from primary facilities to secondary or tertiary facilities. That person will inspect alternate facilities, schedule the date of occupation, assign workspaces, and coordinate transfer of goods and materials to the new site.

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

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

8.6.7.13 Resource Management-General Maintenance of Facilities

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

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

8.6.7.14 Communications

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

The Regional and State Office Communications Manager are responsible for requisitioning, repairing, monitoring, and tracking all communications equipment and supplies including landlines, cell phones, radio phones or other equipment used by staff to communicate with each



other⁶. If communications between the State Office and Regions cannot be established, the State Office Communications Manager will identify a route for communications to be physically delivered and will either personally delivery 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 Regional and State Office Communications Manager will request authorization for purchase or rent of equipment from the State Office or Regional Office Fiscal Operations Coordinator. That person will then forward the authorized request to the State Office Resource Manager who will be responsible for working with the DHS Crisis Management Team to identify contractors capable of meeting the need or identify a sole source provider with whom they will contact for needed equipment.

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

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

8.6.7.15 Donations Management

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

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

In the case of individuals wishing to open their homes and provide foster care to unattended, separated, or orphaned children, or to children whose placement has been disrupted due to an emergency, those calls will be logged and routed to the Constituent Service Coordinator, Regional 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.

It is expected that all DCFS offices inside an area affected by an emergency will receive spontaneous donations including food and water, clothing, household furnishings, equipment, as

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



well as financial donations. The Donations Manager will be responsible for coordinating the transfer of donations of goods to agencies that need and have the capacity to accept these donations. Financial Donations will be forwarded to the Statewide, Budgeting, Accounting and Payroll Manager for processing.

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

8.6.8 Obtaining Data, Restoring the SAFE Database, Salvaging Records

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

The Statewide Data Support Coordinator reports to the State Office Emergency Operations Coordinator and will be responsible for 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 the delivery of emergency related services.

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

The Statewide Helpdesk, also supervised by the Statewide Data Support Coordinator, will notify Regional 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.

8.6.8.2 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.

8.6.8.3 Repair and Maintenance of Computer Equipment

The Department of Technology Services <http://dts.utah.gov/> has primary responsibility for repair and maintenance of systems that support the SAFE (SACWIS) database. The full scope of the



Data Management and Data Recovery Emergency Operations Plan can be found in Annex 5-
Data Management Recovery Plan.

8.6.8.4 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) on the SAFE database or by other electronic means. Storage and retention of paper records and files are accomplished in accordance with Policies and Procedures issued by the State of Utah Division of Archives and Record Services (<http://archives.utah.gov/index.html>)

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

8.6.9 Service Delivery to Affected Children and Families

8.6.9.1 Responsibilities

The State Office Service Delivery Coordinator reports directly to the State Office Emergency Operations Coordinator and manages the Statewide Inter-State Placement and Service Coordination Manager and State Office Location and Tracking Manager. The State Office Service Delivery Coordinator will contact the Regional Service Delivery Coordinator to assess Region needs and will consult with the Regional Service Delivery Coordinator as the Region attempts to meet those needs.

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

8.6.9.2 Locating and Tracking Children in Custody

Following any emergency, the Regional Location and Tracking Manager (who reports to the Regional Service Delivery Coordinator) will obtain a report from the Region Data Analyst (or use existing copies of the report that the Region keeps on file) listing 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 Regional Location and Tracking Manager may request a copy of that report



from the Statewide Data Support Coordinator who will also provide that report to the [State Office Location and Tracking Manager](#).

Utilizing this report, the Regional Location and Tracking Manager will coordinate with the Regional 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 Regional Location and Tracking Manager and Regional Service Delivery Coordinator may consider using any of the following to aid them in contacting families:

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

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

In the event that the Regional Location and Tracking Manager and Regional Service Delivery Coordinator determine that staff from other Regions are needed, they will follow procedures outlined in Section [8.6.6.8](#) to request those additional staff.

In the event the child or family cannot be contacted (or if phone service is unavailable), the Regional Location and Tracking Manager will coordinate a home visit to the location. If the child or family still cannot be located, a request will be made to local law enforcement or to the local EOC to aid in the location of the child and/or family.

When contact by phone or via a home visit is unsuccessful, and when disaster relief shelters have been established, the Regional Location and Tracking Manager (or caseworker) will coordinate with the Regional Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies to assure that inter-agency agreements or memoranda of understanding are in place that allow workers to enter shelters and contact families.⁷

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

⁷ Because of privacy issues the Red Cross or other organizations that provide shelter services may not allow workers to enter the shelter without first having an agreement in place.



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

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

In any case, the State Office Location and Tracking Manager will identify a process that the call center will use to collect and report the location and contact information for families that have evacuated.

If a hotline is initiated, the State Office Services Delivery Coordinator will coordinate publication of that number with the DHS Public Information Officer.

In emergencies with a classification of E-3-L or E-3-C that have received a Presidential Declaration, the State Office Location and Tracking Manager will coordinate with the National Emergency Child Locator Center (NECLC)⁸, FEMA's National Emergency Family Registry and Locator System (NEFRLS)⁹, and the American Red Cross Safe & Well system to ascertain if any children in DCFS custody are on any list of missing or located children. If a child is on the a list and has been located, the State Office Location and Tracking Manager will contact the Regional Location and Tracking Manager and request they (or the caseworker) make contact with the child or family.

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

If a child in custody, their foster family, or a family receiving in-home services has evacuated to a location out of state, the State Office Location and Tracking Manager or Regional Location and

⁸ See 8.6.9.3

⁹ Call centers may be reached at 1-800-588-9822, 24-hours a day when it is activated or at www.fema.gov.



Tracking Manager will contact the Statewide Inter-State Placement and Service Coordination Manager and request that the manager make contact with the receiving state. If an Interstate MOU or agreement concerning services provided to evacuees has been negotiated with the receiving state, the Statewide Inter-State Placement and Service Coordination Manager will contact the Statewide Liaison with Federal Partners and Surrounding States to activate that agreement.

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

During smaller emergencies (generally E-1-S through E-3-M) the Regional 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. If necessary, the Regional Service Delivery Coordinator will coordinate intake of those children with Centralized Intake¹⁰ and report on the number of unattended, separated, or orphaned children to the State Office Service Delivery Coordinator. Normal family foster care, emergency shelter, or residential care placements will be utilized for unattended, separated, or orphaned children taken into custody.

When an emergency receives a presidential declaration (typically a disaster with a classification of E-3-L or E-3-C), additional resources become available through ESF-13 to locate and track children affected by the emergency. DCFS, in coordination the DHS Executive Director, and the DHS Crisis Management Team, will coordinate with the State's EOC to implement the National Emergency Child Locator Center (NECLC) operated by the National Center for Missing & Exploited Children (NEMEC). The primary mission of the NECLC is to assist in the location of children and the reunification of families resulting from the disaster or subsequent evacuations¹¹.

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.

Once the NECLC,¹² or State or local Emergency Operations Headquarters have located and identified children as unattended, separated, or orphaned, the State Office Service Delivery Coordinator will coordinate intake of those children, as necessary, with Intake. In all cases DCFS will attempt to assign a Permanency caseworker to each child's case or have the CPS caseworker identify a suitable placement. If large numbers of children need placement, the Division Director

¹⁰ See DCFS Practice Guidelines at <http://www.hspolicy.utah.gov/dcfs/>

¹¹ After Hurricanes Katrina and Rita, approximately 5,200 children were reported missing to NCMEC.

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



has the authority to suspend DCFS Practice Guidelines and will determine which option is capable of meeting children's placement needs. The options include:

- Placement with a non-custodial parent
- Placement with siblings, unless there is a documented safety concern
- Placement with kin or extended family
- Placement with a family who resides within reasonable proximity
- Placement with family outside of the affected area
- Utilizing current foster care or residential placements
- Utilizing crisis placements such as Christmas Box House, Family Support Centers, or resource families that will take the child on a temporary basis
- 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 licensed volunteers.

In the case where non-traditional placements are required, the Statewide Liaison with Federal Partners and Surrounding States will contact ACF Region VIII staff to determine if a children's eligibility for IV-E reimbursement will be affected. In order to retain IV-E funding, the liaison (at that liaison's discretion) may request a waiver of IV-E rules or regulations.

8.6.9.4 Finding Alternative Placements (Relocation) for Children in the Custody of the State of Utah and in Foster Care

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 Regional Alternate Placement/Relocation Manager (supervised by the Regional Service Delivery Coordinator) will coordinate the relocation of a child to a new placement. Depending on the size and scope of the disaster, the Regional Alternate Placement/Relocation Manager has the responsibility to place the child in the most appropriate, available location listed above.

The Regional Alternate Placement Relocation Manager will collaborate with the Donations Manager, Regional Liaison with Local Government Agencies, and Regional Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies to identify and track



available placements. The Regional Alternate Placement/Relocation Manager will coordinate all placements with other Regions if the child is placed outside of the affected Region. If the child has a Native American heritage, the Regional Alternate Placement/Relocation Manager will coordinate the new placement with the Statewide Tribal Liaison in the State Office.

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

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

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

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

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

8.6.9.6 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 Regional Service Delivery Coordinator will be responsible for ensuring that the parents of a child (or children) in DCFS custody and in an out-of-home placement are notified of the status of the child. The exceptions to this procedure include when parental rights have been terminated or when a court has ordered that there be no contact between the child and the parents from whose home the child was removed. In both cases, the Regional 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 Regional Service Delivery Coordinator will communicate with the Regional Location and Tracking Manager and the Regional Alternate Placement/Relocation Manager to determine the status and location of a child in foster care, proctor care, or in a residential placement. Once the child's status has been determined, the Regional 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 incapable of contacting the parents the Regional Location and Tracking Manager and Regional Service Delivery Coordinator may consider using any of the following to aid them in contacting families:

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

In the event that the Regional Location and Tracking Manager and Regional 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 Coordinator for assistance or should follow procedures outlined in Section 8.6.6.8 to request those additional staff.

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

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

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

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



In the event children in custody, the person(s) responsible for those children, or families receiving in-home services evacuate to another state and require services¹³, the State Office Service Delivery Coordinator will work with the Statewide Liaison with Federal Partners and Surrounding States to implement any existing interstate MOUs DCFS may have with the receiving state, or will partner to develop an MOU that outlines each state's responsibilities relating to services to be delivered and how services will be paid for.

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

8.6.9.8 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
<http://www.hspolicy.utah.gov/dcfs/>.

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

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

If the Statewide Inter-State Placement and Service Coordination Manager has not been contacted by the state from which the child/family evacuated, the Statewide Inter-State Placement and Service Coordination Manager will attempt to make contact with that state's ICPC/ICAMA Administrator or will coordinate with the Statewide Liaison with Federal Partners and

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



Surrounding States and/or State Office State Agency Liaison to identify a means to communicate with the affected state.

8.6.9.9 Support to Evacuees Relocating to Utah from Other States

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

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

DCFS does not have direct responsibility for an unattended, separated, or orphaned child from another state (not in custody) that has evacuated or relocated to Utah and is living with family or friends. In this case ICPC will not apply and all services will be coordinated through the Department. If a child evacuates to Utah and is living in a shelter, or with family or friends, and either the shelter or family or friends determine that they cannot care for the child, the State Office or Regional 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 he or she came from the Statewide Inter-State Placement and Service Coordination Manager will coordinate with the originating state to facilitate the child's return.

8.6.9.10 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.

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



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

- When large numbers of children in foster care are affected, when 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 Regional Shelter Manager (supervised by the Regional Service Delivery Coordinator) to partner with other community groups or organizations and utilize resources of those organizations. If a suitable partner is located, the Regional Shelter Manager will assure that background checks have been completed and/or identify DCFS staff that will be able to process background checks for the staff at those shelters.

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

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

8.6.9.11 Transportation of Affected Children

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

- Vehicles owned by local governments
- School busses obtained from local school districts
- Local transportation vendors including the UTA
- The National Guard



In all instances where an employee needs to transport a child or family¹⁵, the employee will obtain approval from their supervisor before transporting that child or family. When necessary, it is highly preferable for employees to utilize state vehicles when transporting children or families. During an emergency, use of state vehicles should be coordinated through the Regional or State Office Resource Manager.

Emergency Management Coordinators have the ability to authorize staff use of their personally owned vehicles to transport children or families. In this case, the supervisor of the individual driving their own personal vehicle should assure that the worker is able to meet their responsibilities as listed in section 8.6.7.4.

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

8.6.9.12 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 Regional Crisis In-Home Support Manager (who reports to the Regional Service Delivery Coordinator) to assess what local, state and Federal resources are available to meet clients' needs and for providing information and referral services to caseworkers, children, and families that may meet qualifications for available emergency assistance.

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

8.6.10 Constituent Services

The Statewide Constituent Services Coordinator reports directly to the State Office Emergency Operations 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. When appropriate, the Statewide Constituent Services Coordinator will refer callers to Regional or State Office emergency operations staff.

The Statewide Constituent Services Coordinator will help identify emergency related needs and provide input to staff regarding safety related issues that affect children and their families. The

¹⁵ See Footnote 3



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

During smaller Emergency Operations (E-1-S through E-3-S) the Statewide Constituent Services Coordinator 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 Regional Location and Tracking Manager.

In larger emergencies (E-2 and above whether or not a presidential declaration has been issued), where large numbers of children in custody, the person(s) responsible for those children, or families receiving in-home services have been displaced, the State Office Location and Tracking Manager will consult with the State Office Services Delivery Coordinator and Statewide Constituent Services Coordinator to assess whether the Statewide Constituent Services Coordinator 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 Statewide Constituent Services Coordinator cannot handle the call volume, State Office Location and Tracking Manager will coordinate the development of a call center with 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 and will identify means for that call center to collect information regarding the location of and contact numbers for evacuees.

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

8.6.11 Liaison

8.6.11.1 State Office State Agency Liaison

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

Schools

Following an emergency DCFS can anticipate that local schools and districts will be affected and that classes may be cancelled or the curriculum changed. The State Office State Agency Liaison will contact the Regional Liaison with Local Government Agencies and identify issues related to education of children in custody and will coordinate with the State Office of Education to remedy those issues. That liaison will also attempt to determine if children in custody have returned to school or may have evacuated to another area. The State Office State Agency Liaison



will coordinate his/her findings with the State Office Service Delivery Coordinator who will work with the Regional Service Delivery Coordinator to assure educational services are maintained.

Courts

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

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

Law Enforcement

Following an emergency DCFS can anticipate that law enforcement will be understaffed and may not be able to respond quickly to complaints involving child abuse or neglect. The State Office State Agency Liaison will support the Region Emergency Management Team by requesting State Public Safety Resources (as appropriate) available through the State EOC or, when a presidential disaster declaration has been issued, through ESF 13 located in the State EOC.

Mental Health Services

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

Health Services

The State Office State Agency Liaison in coordination with the Statewide Health and Mental Health Support Manager will be responsible for identifying health needs of children in custody,



the person(s) responsible for those children, or families receiving in-home services and for communicating those needs to the Department of Health or, in a presidentially declared emergency, the ESF-8 representative at the State EOC.

Other Departments or Divisions within State Government

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

8.6.11.2 Statewide Liaison with Federal Partners and Surrounding States

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

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

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

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

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



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

- The Utah Foster Care Foundation
- Agencies that provide adoption services
- The Utah Domestic Violence Council
- Other agencies providing statewide child welfare services from a single location (usually in Salt Lake City)

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

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

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

8.6.11.4 Liaison with Tribes

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

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



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

8.6.11.5 Regional Liaison with Local Governmental Agencies

The Regional Liaison with Local Government Agencies, at the request of the Regional Emergency Response Coordinator (that individual's supervisor), will represent the Region and Regional 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 Regional Liaison with Local Government Agencies will be responsible for communicating with local government agencies on a regular basis to update them on Division emergency response and recovery activities as well as for coordinating services delivered by governmental agencies with those provided by the Division.

Schools

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

Courts

Following an emergency DCFS can anticipate that there will be limited access to courts. In an emergency, DCFS has the legal authority to protect a child's safety without court adjudication (see Practice Guideline 205.1 Grounds For Removal/Placement Of A Child Into Protective Custody, State Code 62A-4a-201, and Utah Code-78A-6-106). This includes removal of children from homes if they are in immediate danger. The Regional Liaison with Local Government Agencies will be responsible for identifying whether the juvenile court serving the affected area is capable of adjudicating child welfare cases. That liaison will determine if court facilities have been affected by the emergency and determine if the court is planning to relocate or conduct hearings utilizing other technical means (i.e. video conferencing). The liaison will also determine if courts are able to adequately process and store records as well as determine if there are any confidentiality issues that arise due to changing of court venues or procedures. The Regional Liaison with Local Government Agencies will be responsible for working with the Assistant Attorney General to assure that workers actions protect the child's legal rights or can be defended due to the emergency nature of the situation. Finally, The Regional Liaison with Local



Government Agencies will communicate his/her findings with the Regional Service Delivery Coordinator and State Office State Agency Liaison .

Law Enforcement

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

Mental Health Services

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

Health Services

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

Other Local Government Entities

If the Regional Liaison with Local Government Agencies identifies any needs that are not currently being met, that person will coordinate with local government entities to seek their help in resolving needs. All other needs should be reported to Regional 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 Regional Liaison with Local Government Agencies may be asked to represent the Division at the local EOC.

8.6.11.6 Regional Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies

At the request of the Regional Emergency Response Coordinator, the Regional Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies, will represent the Region and Regional 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 Regional Liaison with Local Providers, Community Organizations, and Non-Governmental Agencies will be responsible for communicating with non-governmental agencies on a regular basis to update them on Division emergency response and recovery activities as well as for coordinating services delivered by agencies with those provided by the Division.

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

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

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

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

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

8.6.12 Media Relations

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

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



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

The Director of the Division of Emergency Management will:

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

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

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

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

The DHS Public Information Officer will:

- Gather information about the DCFS response and recovery activities and develop and produce information for dissemination by DHS or DCFS to the print and broadcast media



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

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

8.6.13 Training

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

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

8.6.14 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 will implement the Transition Plan, collect After Action Reports from Emergency Response Staff, collate those findings and write a comprehensive After Action Report to be delivered to the DHS Crisis Management Team and the DHS Executive Director.

8.7 Exercises and Evaluation

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

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

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

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

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



The types of exercises to be conducted include:

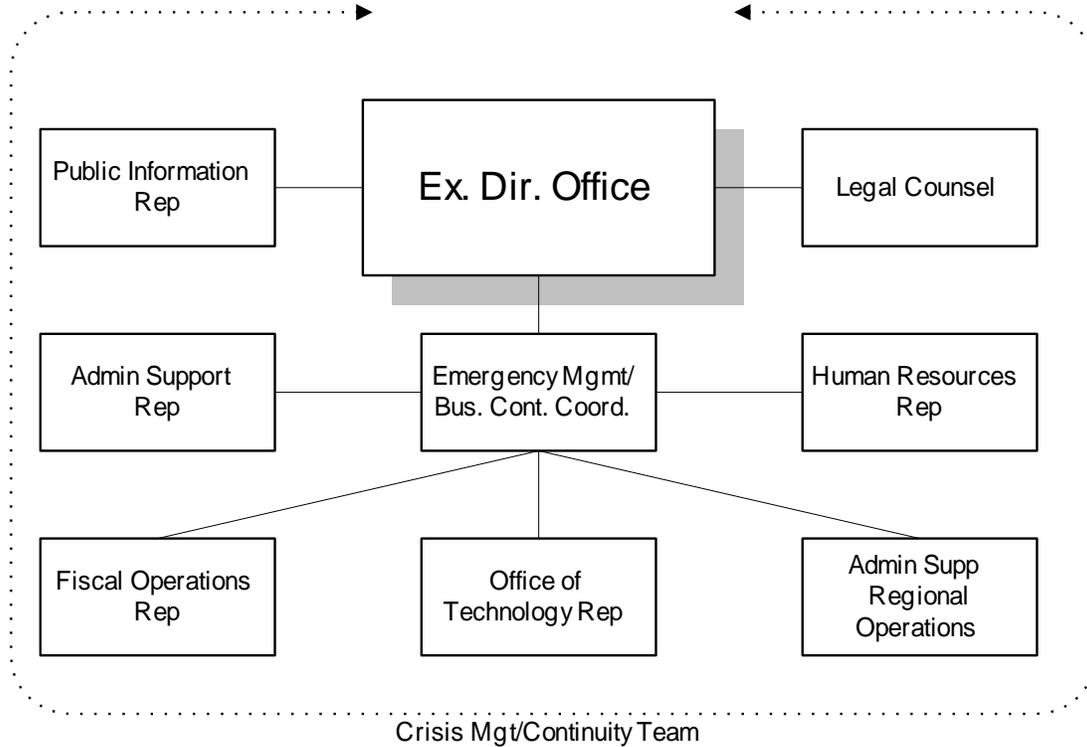
- **Orientation**-An overview or introduction that is usually presented as an informal discussion in a group setting or via web-based training.
- **Tabletop Exercise**-A simulation of an emergency in a stress-free environment. It is designed to elicit constructive discussion as participants examine and resolve problems based on existing Emergency Operations Plans.
- **Drill**-A coordinated, supervised activity normally used to test a single specific operation or function in a single agency or facility. Drills are used to provide training with new equipment, to develop new policies or procedures, or to practice and maintain current skills.
- **Full-Scale Exercise**-A test of all functions in a setting that is as close to a real disaster as possible. It includes dispatching personnel and resources into the field to simulate response activities and is designed to evaluate the operational capability of emergency management systems in a highly stressful environment simulating actual response conditions.

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

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



Appendix 1-Department of Human Services Emergency Management Structure





Appendix 3-DCFS State and Regional Offices

DCFS Regions and Counties They Serve		
DCFS State Office	Statewide	195 North 1950 West First Floor Salt Lake City, UT 84116 Phone:(801) 538-4100 Fax:(801) 538-3993
CPS Intake	Statewide	3452 South 8400 West Magna, UT 84404 Phone Hotline: 1-855-323-3237 Fax:1-855-323-3238
Eastern Region	Carbon	Price 475 West Price River Drive Suite152 Price, UT 84501-2838 Phone: (435) 636-2360 Fax: (435) 636-0224
	Daggett	Vernal Office 1052 West Market Drive Vernal, UT 84078-2398 Phone: (435) 781-4250 Fax: (435) 781-4270
	Duchesne	Roosevelt Office 140 W. 425 So. 330-15 Roosevelt, UT 84066-3701 Phone: (435) 722-6550 Fax: (435) 722-6566
	Emery	Castle Dale Office 1060 North Desbee Dove Road P.O. Box 878 Castle Dale, UT 84513 Phone: (435) 381-4730 Fax: (435) 381-4734
	Grand	Moab Office 1165 South Highway 191 Suite 1 P.O. Box 1030 Moab, UT 84532-3062 Phone: (435) 259-3720 Fax: (435) 259-3739
	San Juan	Blanding Office 522 North 100 East Blanding, UT 84511-2707 Phone: (435) 678-1491 Fax: (435) 678-1472



	<p>Uintah</p> <p>Uinta, Daggett</p>	<p>Ute Family Center P.O. Box 1446 86 N. 1500 E. Ballard, UT 84066 Phone: (435) 722-6440</p> <p>Vernal Office 1052 West Market Drive Vernal, UT 84078-2398 Phone: (435) 781-4250 Fax: (435) 781-4270</p>
Northern Region	Box Elder	<p>Brigham City Office 1050 South Medical Drive Suite B Brigham City, UT 84302-4715 Phone: (435) 734-4075 Fax: (435) 734-4078</p>
	Cache, Rich	<p>Logan Office 115 West Golf Course Road Suite B Logan, UT 84321-5951 Phone: (435) 787-3400 Fax: (435) 787-3444</p>
	Davis	<p>Bountiful Office 57 West 200 North Bountiful, UT 84010-6118 Phone: (801) 397-7640 Fax: (801) 299-0197</p> <p>Clearfield Office 1350 East 1450 South Clearfield, UT 84015-1611 Phone: (801) 776-7300 Fax: (801) 776-7383</p>
	Weber, Morgan	<p>Northern Region Administration 950 East 25th Street, Suite C Ogden, UT 84401-2626 Phone: (801) 629-5800 Fax: (801) 629-5866</p>



<p>Salt Lake Valley Region</p>	<p>Salt Lake</p>	<p>Fashion Place Team 6100 Fashion Boulevard Murray, UT 84107-6159 Phone: (800) 281-5100 Fax: (801) 281-5132</p> <p>South Town Office 12537 S. Crossing Drive Riverton, UT 84096 Phone: (800) 253-5720 Fax: (801) 253-5756</p> <p>Metro Neighborhood Team 1385 South State Salt Lake City, UT 84115 Phone: (800) 253-5720 Fax: (801) 468-0060</p> <p>Oquirrh Neighborhood Team 2655 South Lake Erie Drive West Valley City, UT 84120 Phone: (801) 952-4100 Fax: (801) 952-4101</p> <p>Salt Lake Valley Administration 2655 South Lake Erie Drive West Valley City, UT 84120 Phone: (801) 952-4100 Fax: (801) 952-4101</p> <p>Transition to Adult Living 466 West Bearcat Drive Salt Lake City, UT 84115 Phone: (801) 488-2620 Fax: (801) 488-2648</p>
	<p>Tooele</p>	<p>Tooele Office 305 North Main Street Tooele, UT 84074-1665 Phone: (435) 833-7350 or (801)-965-4979 Fax: (435) 833-7345</p>
<p>Southwest Region</p>	<p>Beaver</p>	<p>Beaver Office 875 North Main Street P.O. Box 72 Beaver, UT 84713-0072 Phone: (435) 438-3400 Fax: (435) 438-3401</p>



	Garfield	Panguitch Office 665 North Main Street P.O. Box 395 Panguitch, UT 84759 Phone: (435) 676-1400 Fax: (435) 676-1407
	Iron	Southwest Region Administration \ 106 North 100 East Cedar City, UT 84720-2608 Phone: (435) 867-2760 Fax: (435) 867-2795 Cedar City Office Phone: (435) 865-5600 Fax: (435) 865-5666
	Kane	Kanab Office 310 South 100 East Kanab, UT 84741-3767 Phone: (435) 644-4530 Fax: (435) 644-4535
	Sanpete	Manti Office 55 South Main Street # 24 Manti, UT 84642-1349 Phone: (435) 435-835-0780/0785/0787/ 0784/0782/0792/0789/0783/0786/0796 Fax:(435) 835-0798
	Sevier, Piute, Wayne	Richfield Office 201 East 500 North Richfield, UT 84701-2251 Phone: (435) 896-1250 Fax: (435) 896-1260
	Washington	St. George Office 377 A East Riverside Drive St. George, UT 84790-6714 Phone: (435) 652-2960 Fax: (435) 652-2988
Western Region	Juab	Nephi Office 1403 South Main P.O. Box 47 Nephi, UT 84648-1402 Phone: (435) 623-7207 Fax: (435) 623-7091



	Millard	<p>Delta Office 39 South 300 East P.O. Box 1038 Delta, UT 84624-9001 Phone: (435) 864-3869 Fax: (435) 864-2630</p> <p>Fillmore Office 55 West 100 North P.O. Box 589 Fillmore, UT 84631-4545 Phone: (435) 743-6611 Fax: (435) 743-5822</p>
	Utah	<p>American Fork Office 861 East 900 North American Fork, UT 84003 Phone: (801) 763-4100 Fax: (801) 763-4081</p> <p>Orem Office 1106 North 1200 West Orem, UT 84057 Phone: (801) 224-7820 Fax: (801) 426-0623</p> <p>Spanish Fork Office 607 East Kirby Lane Spanish Fork, UT 84660 Phone: (801) 794-6700 Fax: (801) 794-6733</p> <p>Western Region Administration 150 East Center Street Suite 5100 Provo, UT 84606-3157 Phone: (801) 374-7005 Fax: (801) 374-7822</p>
	Wasatch, Summit	<p>Heber City Office 69 North 600 West Heber City, UT 84032-1648 Phone: (435) 657-4200 Fax: (435) 657-4220</p>



Appendix 6-Functional Responsibilities: State Office Functional Responsibilities

Division Director

Supervised by: Executive Director Department of Human Services

- Attempt to make contact with the Region Director in the affected Region
- Approve or revise the Regional Emergency Management Structure recommended by the Region Director
- Contact the State Office Emergency Operations Coordinator and jointly determine the State Office Emergency Management Structure to be utilized
- Contact the Department of Human Services Executive Director and provide a status report
- Contact the Department of Human Services Public Information Officer and provide a status report.
- Liaison with DHS Crisis Management/Continuity Team and provide status reports
- Liaison with state legislators and stakeholders as necessary
- Oversee and control normal business operations.
- Identify when and how the Division will return to normal operations and write and distribute a Transition Plan
- Distribute blank copies of the After Action Report to emergency response staff and compile completed summaries into a single document to be distributed to the DHS Crisis Management Team and DHS Executive Director.

State Office Emergency Operations Coordinator

Supervised by: DCFS Division Director

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



State Office Recorder

Supervised by: State Office Emergency Operations Coordinator

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

State Office Fiscal Operations Coordinator

Supervised by: State Office Emergency Operations Coordinator

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



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

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



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

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

General

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

Supplies and Equipment

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

Transportation

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

Meals

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

Facilities

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



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

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

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

- Obtain a report on the status of the emergency and recommended response level from the State Office Emergency Operations Coordinator
- Assist the State Office and Regional Emergency Operations Coordinator in assessing the needs of children and families immediately following an emergency
- With the State Office and Regional Emergency Operations Coordinator identify data stored at the Data Warehouse and in SAFE that will support the assessment and help determine the impact of an emergency or that will support emergency operations
- Assess damage to paper documents/case files and appoint a Record Salvage Response Team to mitigate damage
- Identify new data needed to track emergency operations and services provided
- Develop information gathering tools that will support collection of new data needed
- Hold daily staff meetings and manage the daily activities of the Statewide SAFE Team and Statewide Helpdesk
- Provide a daily written report of activities to the State Office Emergency Operations Coordinator



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

- Obtain a report on the status of the emergency and recommended response level from the Statewide Data Support Coordinator
- Contact Regional Resource Managers to assess damage to computer systems and the Region's ability to access SAFE
- Estimate damage and provide probable time frames for resumption of normal operations
- Coordinate collaboration between the State Office and Regional Emergency Response Teams and State Office or Regional DTS staff
- Relay specific needs identified by Regions to the Statewide Data Support Coordinator
- Maintain contact with Department of Technology Services to determine status of computer support
- Notify users of tests of critical applications

Statewide Helpdesk
Supervised by: State Office Data Support Coordinator

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

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

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



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

- Obtain a report from the Emergency Response Coordinator on the status of the emergency, the recommended response level, and determine essential staff required to support emergency operations
- Assist the State Office Emergency Operations Coordinator and Regional Coordinators in the selection and notification of Coordinators and Managers to assist operations
- Support activities of Regional Staffing Coordinators
- Relay specific staffing needs to the State Office Emergency Operations Coordinator
- Develop an emergency specific plan that identifies the staffing structure and identify the need for additional staff that may be needed to support emergency operations
- Locate and activate staff from other Regions if sufficient staff are not available to support Regional or state office operations
- Determine if contract providers, or other Departments or Division are able to release staff to assist DCFS emergency operations
- Coordinate volunteer recruitment activities with the State EOC or other State Departments or Divisions
- Manage the daily activities of Statewide Health and Mental Health Support Manager, and Staff Location and Tracking Manager
- Coordinate staff member's status with their Human Resource Associate
- Make contact with State Office staff not involved in emergency operations to determine personal status and coordinate activities of staff supporting emergency operations with staff maintaining normal business operations
- Identify means to inform staffs' family members of status of the staff member when requested or when staff are not able to contact family
- Coordinate travel and reimbursement of staff that travel to an affected Region from a Region (or the State Office) that has not been affected
- Hold daily staff meetings and obtain regular status reports
- Attend Emergency Operations Headquarters staff meetings to coordinate activities and provide a status report on statewide staffing of emergency operations

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

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



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

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

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

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

- Obtain a status report from the State Office Staffing Coordinator
- Accept calls from staff evacuated or evacuating from the affected area and obtain information about where they have evacuated to as well as a telephone number or e-mail address where emergency operations staff can contact the employee should communication with the employee be necessary
- Contact the Human Resources (HR) Associate to determine if any Human Resource Policies or Procedures affect the employee's employment, benefits, or work status
- Log all information received and report on employees status to the State Office Staffing Coordinator



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

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



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

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

Statewide Constituent Services Coordinator
Supervised by: State Office Emergency Operations Coordinator

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



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

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

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

Statewide Training Coordinator
Supervised by: State Office Emergency Operations Coordinator

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



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

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

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

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



Statewide Tribal Liaison

Supervised by: State Office Emergency Operations Coordinator

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

State Office State Agency Liaison

Supervised by: State Office Emergency Operations Coordinator

- Obtain a report on the status of the emergency from the State Office Emergency Operations Coordinator
- Represent DCFS on boards, committees, or at ad-hoc meetings coordinated by or that involve other state agencies
- Contact the Regional 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
- Attempt to determine if children in custody have returned to school or may have evacuated to another area.
- Contact the Region Internal Agency Liaison to identify if the juvenile court serving the affected area is capable of adjudicating child welfare cases, determine if court facilities have been affected by the emergency, and determine if the court is planning to relocate or conduct hearings utilizing other technical means
- Determine if courts are able to adequately process and store records as well as determine if there are any confidentiality issues that arise due to changing of court venues or procedures
- Support the Region Emergency Management Team by requesting needed State Department of Public Safety resources (as appropriate) available through the State EOC (or in presidential declared disasters by working through ESF 13)
- In coordination with the Statewide Health and Mental Health Support Manager and Regional Liaison with Local Government Agencies identify mental health needs of children in custody, the person(s) responsible for those children, or families receiving in-home services and communicate those needs to the Division of Substance Abuse and Mental Health or, in a presidential declared emergency, the ESF-6 representative at the State EOC
- In coordination with the Statewide Health and Mental Health Support Manager identify health needs of children in custody, the person(s) responsible for those children, or families receiving in-home services and communicate those needs to the Department of Health or, in a presidential declared emergency, the ESF-8 representative at the State EOC
- If other needs exist and need to be coordinated with another state agency, contact the appropriate Department and attempt resolution, or report those needs to the State Office Emergency Operations Coordinator who will communicate those needs to the DHS Crisis Management Team
- Relay information about state agency support available to children or families to the State Office Emergency Operations Coordinator and State Office Service Delivery Coordinator
- Document the date and time of all contacts



Regional Functional Responsibilities

Region Director

Supervised by: DCFS Division Director

- Attempt to make contact with the DCFS Division Director and provide a status report
- Activate the Regional Emergency Operations Coordinator and provide a status report
- Determine the Regional Offices Emergency Management Structure to be utilized and obtain the Division Director's approval of that structure
- Identify the Regional Office Emergency Operations Headquarters
- Obtain the name of the Public Information Coordinator from the State Office Emergency Operations Headquarters (appointed by the DHS Public Information Officer), make contact, and provide a status report
- Liaison with local and county government officials as well as state legislators or officials visiting the affected area
- Assess damage to paper documents/case files and appoint a Region Record Salvage Response Team to mitigate damage
- Oversee and control normal business operations
- Identify when and how the Region will return to normal operations and write and distribute (to the Division Director) a Transition Plan
- Distribute blank copies of the After Action Report to emergency response staff and compile completed summaries into a single document to be distributed to the Division Director

Regional Emergency Operations Coordinator

Supervised by: Region Director

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



Regional Recorder

Supervised by: Regional Emergency Operations Coordinator

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

Regional Staffing Coordinator

Supervised by: Regional Emergency Operations Coordinator

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

Southwest Region Staff Location and Tracking Manager

Supervised by: Regional Staffing Coordinator

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

- Obtain a status report from the Regional Staffing Coordinator
- Accept calls from staff evacuated or evacuating from the affected area and obtain information about where they have evacuated to as well as a contact number where staff can contact the employee should the Region be required to communicate with the employee
- Log all information received and report on employees status to the Staffing



Regional Volunteer Manager
Supervised by: Regional Staffing Coordinator

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

Regional Fiscal Operations Coordinator
Supervised by: Regional Emergency Operations Coordinator

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



Regional Donations Manager
Supervised by: Regional Fiscal Operations Coordinator

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



Regional Resource Manager
Supervised by: Regional Fiscal Operations Coordinator

General

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

Supplies

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

Transportation

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

Meals

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

Facilities

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



Regional Communications Manager
Supervised by: Regional Fiscal Operations Coordinator

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



Regional Service Delivery Coordinator
Supervised by: Regional Emergency Operations Coordinator

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



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

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



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

- Obtain a report on the status of the emergency from the Regional Service Delivery Coordinator
- Identify families receiving services where the safety of a child may have been affected by an emergency
- Identify foster care families, or families providing care through a kinship placement, that have been killed, injured, have sustained housing damage, or have been financially affected by an emergency
- Identify proctor agencies 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
- Coordinate movement of children to appropriate new placements
- Identify and track available placements and coordinate all placements with caseworkers and other Regions if the child is placed outside of the affected Region
- Contact the State Office Location and Tracking Manager and/or Statewide Inter-State Placement and Service Coordination Manager and request he/she make contact with the receiving state if a child in custody, their foster family, or a family receiving in-home services has evacuated to a location out of state
- Contact the State Office Location and Tracking Manager and/or Statewide Inter-State Placement and Service Coordination Manager if a child in custody of another state and in a Utah foster care placement needs an alternate placement
- Coordinate the new placement with the Statewide Tribal Liaison if the child has a Native American heritage
- Request that the Statewide Liaison with Federal Partners and Surrounding States contact ACYF to discuss the emergency's impact on Placement Stability outcome measures and, if appropriate, request a temporary waiver of those outcome measures
- Document in daily logs information regarding children or families placed in alternate settings
- Provide a daily written report of activities to the Regional Service Delivery Coordinator

Regional Shelter Manager
Supervised by: Regional Service Delivery Coordinator

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



Regional Crisis In-Home Support Manager
Supervised by: Regional Service Delivery Coordinator

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

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

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



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

- Obtain a report on the status of the emergency from the Regional Emergency Operations Coordinator
- Represent the Region and Regional Emergency Management Team on all formal and informal work groups, committees, or boards that address the needs of, or services provided to victims of an emergency and are coordinated by local providers, community organizations, or other non-governmental agencies
- Communicate with non-governmental agencies (including residential care facilities, proctor care agencies, mental health providers, domestic violence shelters, church organizations, non-profits and civic organizations, child care centers, and family support centers) on a regular basis to update them on Division emergency response and recovery activities
- Contact and identify the capability of contracted service providers to provide services
- Coordinate services delivered by non-governmental agencies with those provided by the Division
- Contact the Regional Service Delivery Coordinator if providers or community organizations are capable of providing new services or if they are incapable of providing normal services
- Document the date and time of all contacts



Appendix 7-Department of Human Services Incident Report Form (Forward Completed Form to the Risk Manager)

DATE OF INCIDENT: _____

TIME OF INCIDENT: _____

LOCATION OF INCIDENT:

DESCRIPTION OF INCIDENT:

INDIVIDUAL(S)/GROUP(S)/DIVISION(S) IMPACTED BY THE INCIDENT

ACTIONS BEING TAKEN:

RECOMMENDATIONS:

NAME OF PERSON SUBMITTING REPORT

_____ **DATE:** _____

Distribution: Original (Risk Management)

Copies: (Div. Director, Immediate Supervisor)



Appendix 8-DCFS Situation Report

DCFS SITUATION REPORT Please FAX to (801) 538-3993

This format is to be used by each office when reporting to their Regional office and by each Regional office when reporting to the State Office.

1. Region/Office:
 2. Date and time of report:
 3. Person making the report:
 4. Have you been able to make contact with local emergency responders or the local Emergency Operations Center or Incident Command Center Yes No
 5. How many families are affected by the emergency:
 6. How many families have been evacuated because of the emergency:
 7. Estimate the number of children and families in the affected area which are served by the Region/Office:
 8. Estimate the number children and families within the affected area that receive DCFS services have evacuated.
 9. Identify positions filled on your Emergency Response Team
 10. Please indicate the status of the following, or give a brief explanation of the problem if the system is not working.

Desk phones:

Cell phones:

LAN:

Public utilities in the area (electricity, natural gas, water):
 11. Any other problems or unusual situations hindering the normal day to day operations of the office:
- Specific assistance needed (if required):



Volunteer Resources

Volunteer Registration Form

Name: _____ Date: _____

Phone Number: _____ Cell: _____

Present Address: _____

City, State, Zip _____

Have you ever worked with children or families before? Yes No

Have you ever worked in a child welfare setting before? Yes No

Have you ever been employed by the Department of Human Services? Yes No

Formal Education (highest year of school completed): _____

Licenses: _____

Do you speak a foreign language(s)? Yes No If yes, which? _____

Do you drive? Yes No Do you have regular access to a car? Yes No

Days Available (check all that apply):

Monday ___ Tuesday ___ Wednesday ___ Thursday ___ Friday ___ Saturday ___

Are you available to work evenings? Yes No

List skills relevant to the position for which you are interested:

Current and previous community activities:

Employer (If Employed): _____ Phone Number: _____

Street Address, City, State, Zip _____

Brief description of work: _____

May you be called at work? Yes No

Have you ever been convicted of a crime other than a traffic violation? Yes No

If yes, what charge? _____ Date convicted: _____ Where _____

The Division of Child and Family Services reserves the right to make any checks deemed appropriate. All information obtained will be held in the strictest confidence.

Applicant Signature

Date



Background Screening Application

(Please Double Click on Application to Review this 2-Page Form)

DHS OL
 May 2010

CBS USE ONLY

UTAH DEPARTMENT OF HUMAN SERVICES OFFICE OF LICENSING
 195 North 1950 West, Salt Lake City, Utah 84116

BACKGROUND SCREENING APPLICATION
 For Programs Licensed to Provide Services to Children or Vulnerable Adults
 Foster, Proctor, Professional Parents & Adoptive Parent for a Child in State Custody
 And DSPD Certified Providers

APPLICANT AUTHORIZATION AND RELEASE			
Instructions: This section to be completed by the Applicant. Incomplete/illegal applications will be returned. Incomplete means missing information. Illegal means unreadable. Applications submitted without a copy of a social security card and a copy of a current valid state driver license or state identification card issued by the Division of Motor Vehicles will be returned. Please use colored ink (no black or light pastel colors).			
1. Applicant Information			
FULL First Name	FULL Middle Name (as it appears on your birth certificate), indicate if middle name is an initial only. Use NA if no middle name.	Last Name	
ALL Alias, Maiden & Previous Married Names			
Social Security No. - - -	Date of Birth / /	Area Code & Phone Number	
Mailing Address	City	State	Zip Code
2. I authorize the Utah Department of Human Services Office of Licensing to investigate my past and present child and adult abuse, neglect and exploitation records, law enforcement, driver license, and any all information which may be pertinent to my application according to Utah Code 62A-2-120, 121, 122, and Rule 501-14. I authorize the release of any and all information. I release the Department of Human Services from any damages resulting from the Department of Human Services furnishing such information to authorized agencies. I certify my answers contain no misrepresentations or falsifications, and the information is true and complete to the best of my knowledge. I understand that providing false or inaccurate information or failing to provide information may result in my background screening being denied.			
Applicant Signature			Date
Applicant Section Continued on Page 2			

LICENSED PROGRAM CERTIFICATION AND RELEASE			
This section to be completed by the Foster Care Licensor or the Authorized Representative for the Licensed Program. Complete all fields. Incomplete/illegal applications or applications submitted without a copy of a social security card, a copy of a current valid state driver license or state identification card issued by the Division of Motor Vehicles will be returned. Machine print or use colored ink (no black or light pastel colors).			
3a. Is the applicant applying to provide foster, proctor or professional parent services?		CPF	<input type="checkbox"/> Yes <input type="checkbox"/> No
3b. Is the applicant applying for the first time to provide foster, proctor or professional parent services for a child in state custody, or for the first time under a new or different agency, or to adopt a child in state custody?		AW	<input type="checkbox"/> Yes <input type="checkbox"/> No
3c. If the applicant is another adult living in the home, the full name of the Main Provider is			
If yes to 3b. State and federal legislation require compliance with fingerprint-based checks of national crime information databases, and/or state child abuse registries for prospective foster, proctor, or adoptive parents of a child in state custody. Make an appointment for a fingerprint live scan at any one of the DCFS Region Live Scan locations (see list at: http://www.hsic.utah.gov/docs/live_scan_sites.pdf) and present this completed form along with a money order or cash only for the exact amount of \$10 scanning fee for each applicant.			
I certify that I have inspected the applicant's state driver license or state identification card. It does not appear to have been forged or altered, and the copy appears to be identical to the original. The state driver license or state identification card copy and the social security card copies are attached. I have reviewed the entire completed application, applicant and licensed program sections, and they contain no misrepresentations or falsifications to the best of my knowledge. The licensed program releases the Department of Human Services from any damages resulting from disclosing information to authorized agencies. The licensed program shall not disclose this form or its contents except as authorized by Utah or federal law.			
Program Type - Circle all that apply.			
Foster Care Child Placing Agency Adam Walsh Compliance Employee Residential Treatment DSPD Certified Provider Other:			
Program Name			
Mailing Address	City	State	Zip Code
Print Program Representative/DHS Licensor (foster care only) Name			Phone
Signature (must be original)			Date

DO NOT WRITE OR MARK IN THE SPACE BELOW. THIS SPACE IS FOR CBS USE ONLY. STAMPS BELOW DESIGNATE APPROVAL.				
PL 109-248 Adam Walsh Child Protection Act	PL 109-248 CAN Out-of-State Child Abuse & Neglect	62A-2-120 Criminal	LIS-C Utah Child Abuse	MIS-A Utah Adult Abuse



Appendix 10-Shelter Resources

Daily Situational Report

Date of Report: _____ Time: _____

Name of Shelter: _____

Location of Shelter: _____

Contact Person: _____ Contact Number: _____

Number Residing in Shelter: _____ Ages 0-5 _____ 6-10 _____ 11-18 _____ Older than 18 _____

Number Incoming: _____ Number Outgoing: _____

Number of Meals Served: _____ Number of Snacks/Drinks _____

Is Medical Staff Present: YES NO

If "No" report your needs below.

REPORT NEEDS IN THIS SECTION

Food/Water/Nutritional Issues: _____

Immediate Staffing Needs/Issues/Supplies: _____

Urgent Assistance/Resolution/Supplies Needed: _____

Shelter Operations Issues: _____

Medical Issues: _____

Security Issues: _____

Other: _____



Appendix 13-After Action Report

INDIVIDUAL AFTER-ACTION

The purpose of this report is to solicit input from staff concerning the operational aspects of their disaster assignment. Information will be used to refine operations and/or build upon successful experiences and procedures. Please use additional sheets if necessary.

NAME:

FUNCTION/POSITION:

PERIOD OF ASSIGNMENT:

From:

To

PRIMARY RESPONSIBILITIES

DESCRIBE HOW YOU INTERFACED WITH OTHER AGENCIES

(Federal/State/Local):

DESCRIBE HOW YOU INTERFACED WITH COMMUNITY PARTNERS

IDENTIFY OTHERS WITH WHOM YOU INTERFACED AND DESCRIBE HOW YOU INTERFACED WITH THEM

OPERATIONAL STRENGTHS (what went well):

ISSUES THAT IMPEDED DELIVERY OF SERVICES

Recommendation:



ISSUES THAT AFFECT COORDINATION AMONG DISASTER RESPONSE PARTNERS

Recommendation: _____

RESOURCE DEFICIENCY ISSUES

Recommendation: _____

BUDGET IMPACT ISSUES

Recommendation: _____

ISSUES THAT ARE VIEWED BY THE MEDIA AS HIGHLY VISIBLE IN A NEGATIVE OR POSITIVE MANNER

Recommendation: _____

ISSUES THAT ARE VIEWED BY CONGRESSIONAL PLAYERS AS HIGHLY VISIBLE IN A NEGATIVE OR POSITIVE MANNER

Recommendation: _____

LEGISLATIVE ISSUES

Recommendation: _____

ISSUES THAT INHIBIT ABILITY TO MEET OUR COLLECTIVE PROGRAM CUSTOMER SERVICE STANDARDS

Recommendation: _____



Annex A-Department of Human Services Administration Building Access/Security Policy and Procedure

Original Issue Date: October 13, 2006

Updated: January 31, 2010

I. Policy

To provide the maximum degree of safety and security to persons in or around our buildings and grounds, access to Department of Human Services facilities and programs is restricted to current employees, board members, contract providers, allied agencies and persons with direct responsibilities for services.

Access will be allowed, to a much more limited degree, to “visitors” which include agency clients, applicants and the general public according to this policy.

II. Rationale

The purpose of this policy is to establish facility access/security procedures for the Department of Human Services (DHS) Administration Building at 195 North 1950 West, Salt Lake City, Utah 84116.

III. Definitions

- a. “Current employees” means persons who have valid existing State of Utah employee ID numbers issued by the Department of Finance and/or who are paid wages and carried on the most recent payroll of the Div. of Human Resource Management.
- b. “Allied agencies” and “contract providers” mean those state and local government agencies, community partners and service providers that work in conjunction or contract with DHS to provide services for our employees, clients, facilities or programs.
- c. “General public” means any person who has no direct connection with or responsibility to DHS or its clients. The term “general public” also includes spouses, relatives, children, significant others or friends of current DHS employees.
- d. “Client” means any person who receives services from any DHS program, is in the custody and/or care of any DHS Division or program.
- e. “Applicant” means any person who is applying for a position or license in or through the Office of Licensing or the Div. Of Human Resource Management.

IV. Procedure

A. All persons within the DHS Administration Building will visibly display DHS and/or State approved identification badges while they are in secured areas of the Administration Building. DHS will recognize those State approved identification badges issued by other State Government entities, but will still require those with non-Human Services identification badges to sign in before entering the secure areas of the DHS Administration Building for purposes of accountability.

B. All visitors to the DHS Administration Building shall sign in and obtain “Visitor” badges at the main lobby Information Desk. Visitors must visibly display the “Visitor” badge at all times while in the secure areas of the building. Visitors must be escorted by an authorized current state employee, board member, allied agency representative, contract provider or person with direct



responsibilities for services, with a valid security/access card or badge, at all times while in or around our facilities and grounds.

C. A security/access card will be issued to employees, board members or others who have frequent official business within the secure areas of the Administration Building upon request and approval of the Department, Division, or Bureau Director.

D. A "High Security Alert" folder will be maintained at the Security Desk with photos and descriptions of persons posing an unusual security threat. Persons in that folder must be met at the Security Desk by the party they are visiting and will not be allowed past that point without the express permission of the party they are visiting and must be escorted by a Security Guard at all times. Any person who appears in the "High Security Alert" folder may have their identity removed from that folder: after three (3) years with no threatening incidents; and with the express permission of the parties affected.

- V. **Description:** The DHS Administration Building will be secure **through the use of required identification badges and restricted access through the secured entrances of the building.** Photo identification badges will be issued to all employees, board members, and other individuals who will be in the building on a frequent basis. Access to the building will be through the use of a security/access card, which will deactivate locks to the secure doors on the outside, and within the building to specified locations during authorized hours and days.

Procedures:

A. **Identification Badges:**

1. Employees, board members, and others who have frequent official business are responsible to procure and wear their current identification badge. Supervisors, managers, or directors are responsible to inform the above-described individuals of this protocol and procedure to ensure that badges are properly displayed.
2. DHS approved identification badges can be obtained from the Information Desk in the main lobby by presenting an "Identification Badge/Security Access Key Request Form" (available at the Information Desk). The form must be approved by the agency Director or designee.
3. Employees, who for some reason do not have their permanent ID badge, shall obtain a temporary identification badge from the Information Desk upon arrival. This temporary badge will be time limited for one day only, and must be visibly displayed.
4. Replacement of lost identification badges will be at the Division, Office, or employee's expense. The first replacement will cost \$5.00. Subsequent ID badges will cost \$25.00. Lost identification badges must be reported immediately in writing or by e-mail to the employee's supervisor and the Information Desk to prevent the unauthorized use of the identification badge.
5. Employees who disregard the Building Identification Badge Protocol and Procedure maybe subject to disciplinary action.



6. Employees are expected to report anyone who does not display a permanent or temporary identification badge in the secure areas (the 1st floor behind the card access doors, the 2nd, 3rd, and 4th floors) to the Information Desk -- phone 84171 and they will request the security guard investigate.
7. If an individual leaves employment with DHS, is reassigned to another agency within DHS or is reassigned outside the Administration Building, or is determined to no longer require access to the building (e.g., the individual no longer serves as a board member or no longer has frequent business within the building), the agency must collect the ID badge and return it to the Information Desk.

B. Security/Access Cards:

1. Employees, board members, and others who have frequent official business in the Administration Building must complete the "Identification Badge/Security Access Key Request Form" which is available from the Information Desk in the main lobby. The form must be approved by the Division/Bureau director or designee and returned to the Information Desk for processing. The Information Desk will record the data from the form and issue a security/access card to the individual on the form.
2. The "Identification Badge/Security Access Key Request Form" will indicate what type of access is needed to the building. The Division or Bureau must designate whether "unrestricted" entry (24 hours a day, 7 days a week) or "restricted" entry (any time other than unrestricted, for example -- entry and exit between the hours of 6am and 7pm, or for certain days of the week only) will be granted.
3. Replacement of lost security/access cards will be at the division, office, or employee's expense. Lost cards must be reported immediately in writing or by email to the employee's supervisor and the Information Desk to prevent unauthorized use of the security/access card. The first replacement will cost \$5.00. Subsequent replacements will cost \$25.00. A new "Identification Badge/Security Access Key Request" form must be filled out to procure a replacement card.
4. Under no circumstances shall a person to whom a security/access card has been issued allow another individual to use his/her access card. Any person doing so will be subject to disciplinary action.
5. If an individual leaves employment with the Department, is reassigned to another agency within the Department, is reassigned outside of the Administration Building, or is determined to no longer require access to the Administration Building, the agency must collect the security/access card and return it to the Information Desk.



C. Visitor Access:

1. The East Entrance has been designated as the only non-secure outside entrance to the Administration Building.
2. Visitors must enter at the East entrance, sign in and state the purpose of their visit. The receptionist at the Information Desk will notify the agency that a visitor is in the lobby.
3. Once the agency provides confirmation, visitors will be issued a "Visitor" badge after providing their name and the agency that they are visiting to the Information Desk. The visitor will be informed that the "Visitor" badge must be visibly displayed while in the building and it must be returned to the Information Desk when they leave. The agency may send someone to escort the visitor through the secure doors, or ask the Information Desk to allow the individual(s) through the secure doors.

- D. Training and Large Group Activity Access:** Agencies responsible for training and/or large group activities will provide the Information Desk with the following information prior to the event: name of the training/activity, the date(s) and location, the sponsoring agency and an alphabetical listing of expected attendees. All attendees will be issued "Visitor" badges when they sign in at the Information Desk. The "Visitor" badge must be displayed at all times when in the DHS Administration Building.

VI. These protocols and procedures may be altered during time of disaster and/or emergency, or with certain threat level alerts.

VII. Questions about these protocols and procedures....please contact the Bureau of Administrative Support at 538-4250.



Annex B-Emergency Evacuation Plans

Utah Department of Human Services Administration Building

Location:

195 North 1950 West
Salt Lake City, UT 84116

Date of Revision: May 2010

Emergency Evacuation Routes

The basic evacuation plan for the DHS portion of the building is to divide each floor into East and West along a line approximately down the central corridor from the main glass door entrance. Any person/office to the East of that line shall go to the NE stairwell to evacuate. Any person/office to the West of that line shall proceed to the NW stairwell to evacuate.

Where an office/division appears to straddle or cross over the center N-S main corridor line (such as the DAAS offices on the 3rd Floor) employees should stay together and evacuate using the same exit as the bulk of their fellow employees within the same division/office.

Persons located in the Security/Motor Pool/Forms Control and PARC facility shall exit using the main south doors on the DEQ side of the building.

Persons in the Main Street Cafe and all the large first floor training/ classrooms/conference rooms located on Main Street should use the NW main door below the DHS portion of the building.

The DHS Front Desk and all persons in the restrooms on any floor should use the main stairways in the central core of the building and exit out the Main (E) Entrance doors.

Assembly Areas

The assembly area for the W door/stairwell is the DHS (N) parking lot, at least 30 feet past the fire hydrants and covered parking stalls.

The assembly area for the E door/stairwell and the DHS Main door is across the street on the sidewalk and bus cutout next to the Tax Commission building.

The assembly area for the south door evacuation, including the Security/Motor Pool/Forms Control and PARC is in the DEQ (S) parking lot, at least 30 feet past the fire hydrant and at least 50 feet from the loading bay doors.



Emergency Evacuation Assistance Devices

There are emergency evacuation chairs (Garaventa, Stryker) located on the 4th floor of both DHS stairwells to assist non-ambulatory persons. Assistance to non-ambulatory persons is at the discretion of the individual providing assistance and is not mandatory for employees or designated Emergency Floor/Office Monitors.

The fire-rated doors on each emergency stairwell are rated safe from "burn-through" for up to 90 minutes. Non-ambulatory persons can remain in the stairwell safely up to that limit.

Demonstration and training on the set-up and use of the evacuation chairs has been provided to all current Emergency Floor Monitors and is provided on an ongoing basis through the DHS Loss Control Committee. Additional training on use of the chairs will be provided upon request to the DHS Emergency Coordinator.

Emergency Floor/Office Monitors

The role of the Emergency Floor/Office Monitor is to **warn** building occupants, **direct** them to the nearest emergency exit, **observe** any persons remaining or trapped and **report** the locations of individuals remaining in the building or stairwells to first responders, the Emergency Coordinator and/or the Bureau of Administrative Support.

Upon activation of an emergency/fire alarm in the building, Emergency Floor/Office Monitors are expected to quickly walk through their assigned floor area, warn the occupants to leave the building immediately, note the locations of any persons remaining in the office areas or emergency stairwells, leave the building as soon as possible and report any individuals still needing rescue or assistance to the first responders, the Emergency Coordinator and/or the Bureau of Administrative Support.

Emergency Floor/Office Monitors are not expected to account for all personnel in their particular office area that day nor effect rescue of trapped or disabled individuals. Any employees (including Floor Monitors) may choose to assist others during the emergency under their own volition, but are not required to do so.

At least one primary Emergency Floor/Office Monitor will be assigned from each division/office for each half (East or West) of a floor that the particular division or office occupies. Most divisions/offices within the DHS Administrative Building occupy only one half of any particular floor. The Division of Child and Family Services occupies both sides (E and W) of the First Floor, so they would be expected to assign two people to serve as Emergency Floor Monitors, one for each half of the floor they occupy.

Each division/office is strongly encouraged to assign an alternate Emergency Floor Monitor to assume those functions in case the primary is unavailable.



Each primary Emergency Floor/Office Monitor is provided a hand-held UHF radio for reporting observations and an emergency jacket or vest for easy identification in an emergency.

Each Alternate Office Monitor will be provided an emergency jacket or vest for easy identification and may also be assigned a UHF radio, depending upon availability.

The following is a list of the employees who have committed to service as a primary or alternate Emergency Floor/Office Monitor, the division they represent, the portion of the building/division they are assigned and the phone number:

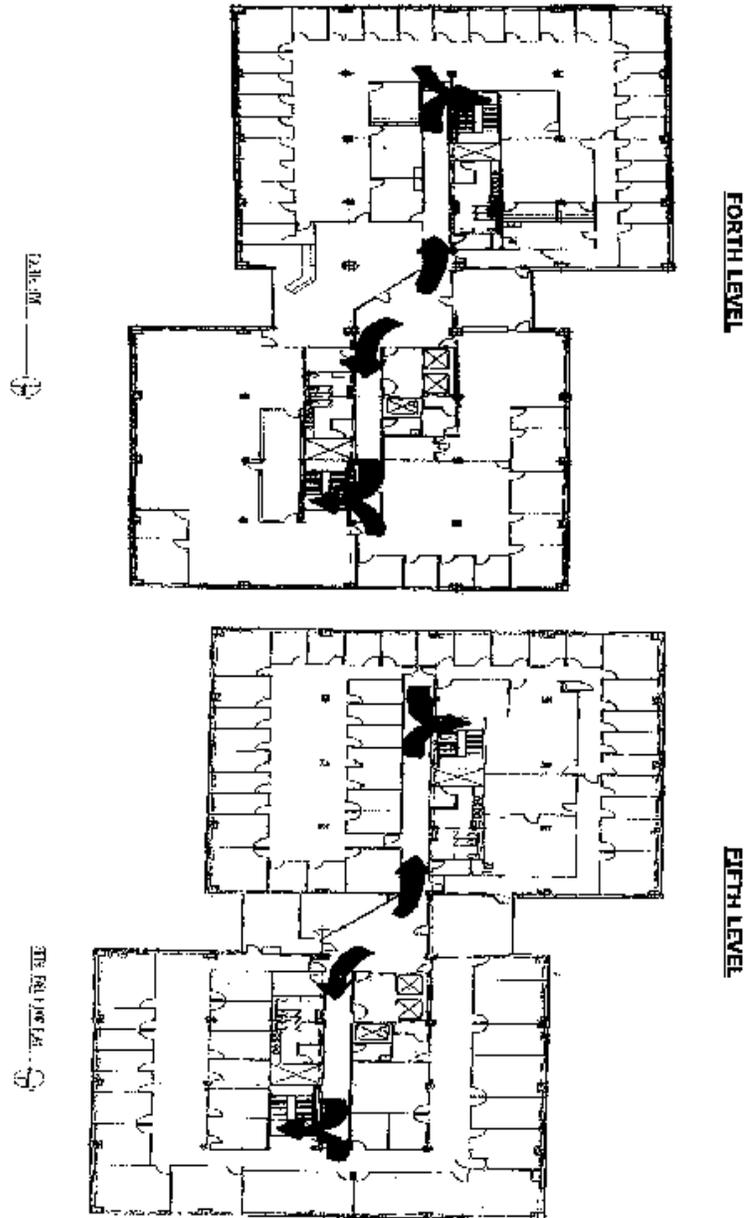
Each Primary Emergency Floor Monitor will be issued:

- 1 Motorola Radius SP 50 or CP 200 radio and charger (tune to channel "1"),
- 1 Yellow/Orange Floor Monitor Jacket/Vest
- Floor Evacuation Plans and Assembly Areas



Provo Regional Center Evacuation Plan

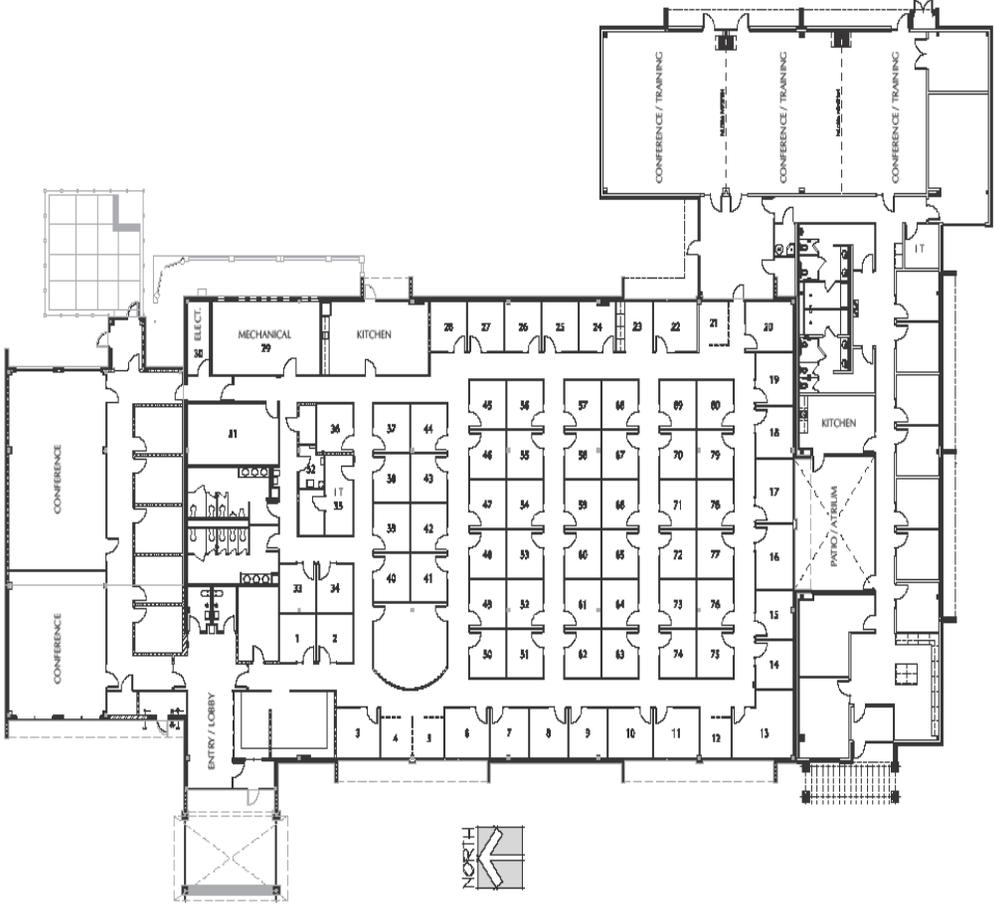
(Please click on first floor plan to see the evacuation plans for all four floors in a .PDF



file)



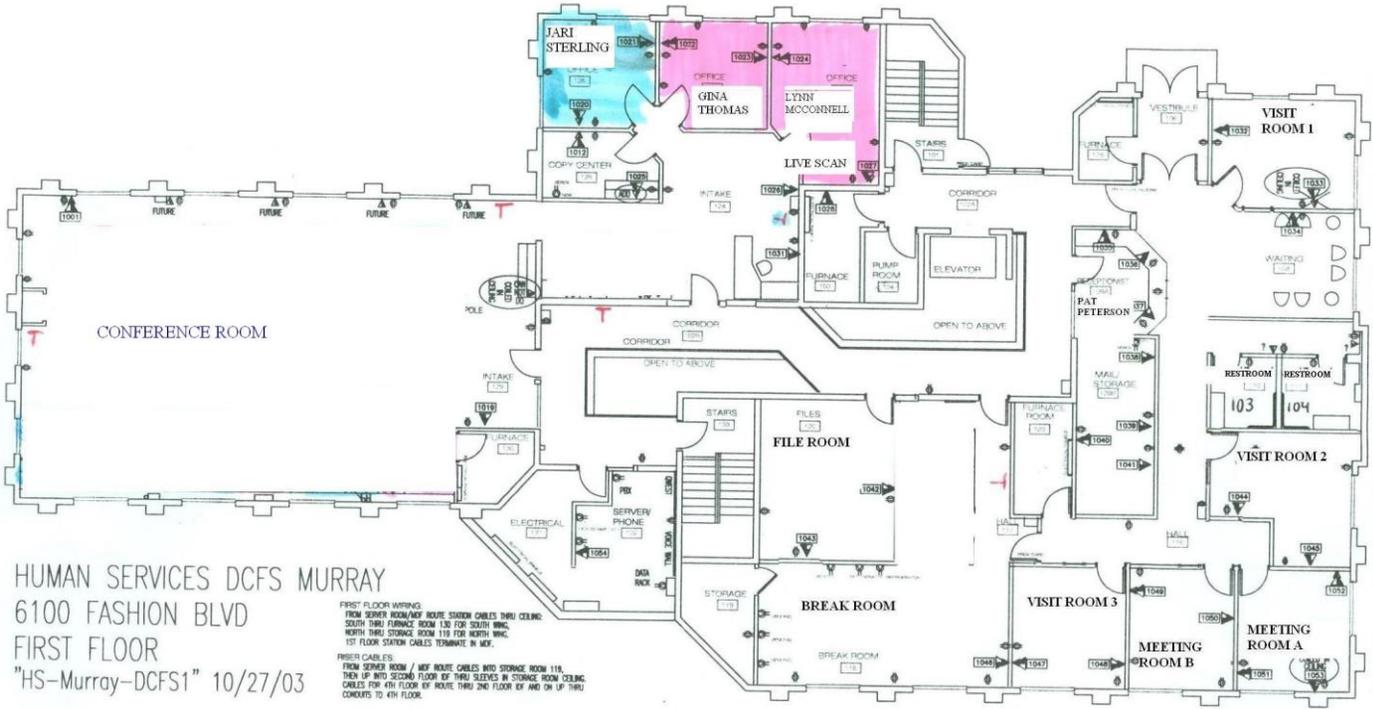
Salt Lake Valley Region-Oquirrh Office Evacuation Plan





Salt Lake Valley Region Fashion Place Office Evacuation Plan

Floor 1



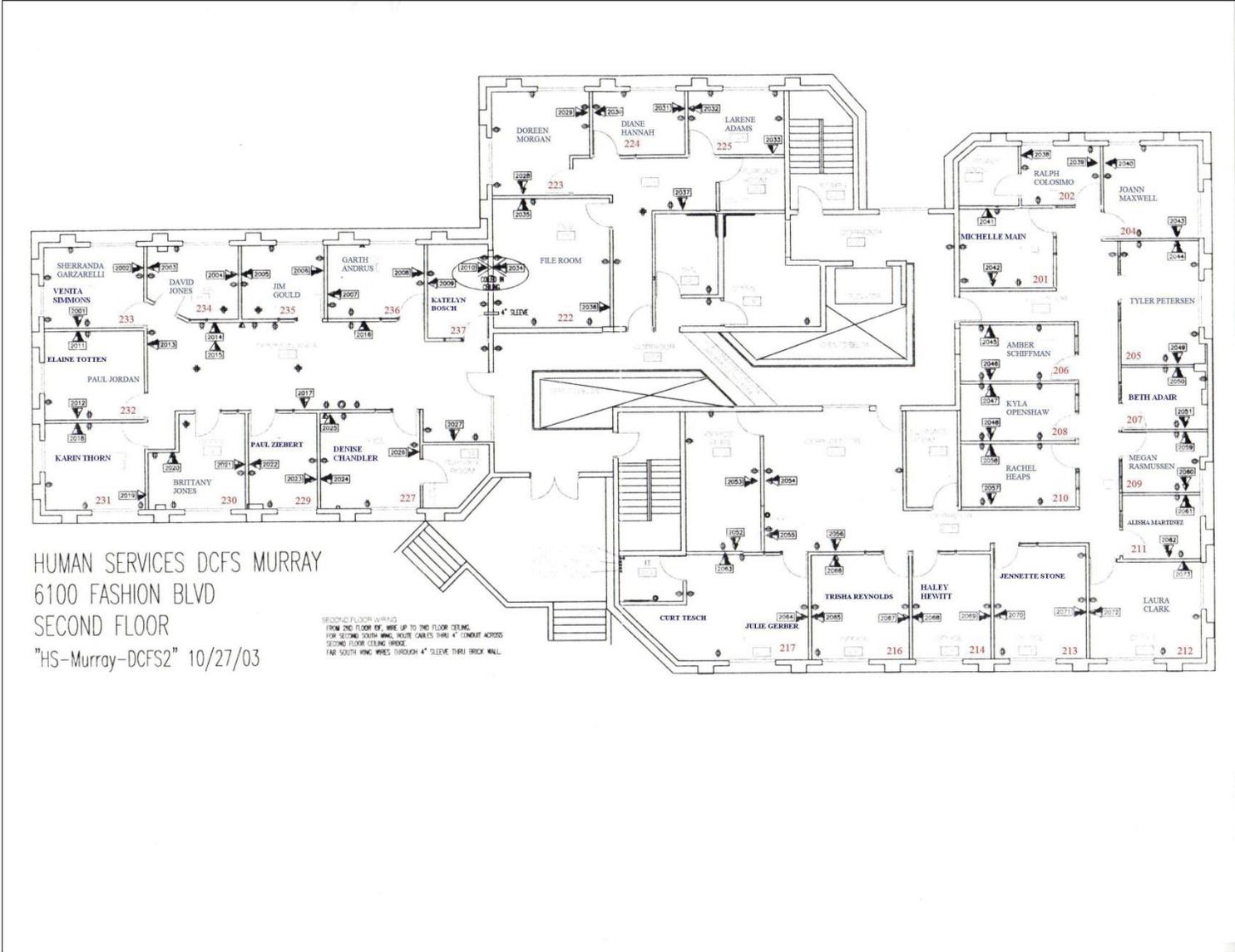
HUMAN SERVICES DCFS MURRAY
6100 FASHION BLVD
FIRST FLOOR
"HS-Murray-DCFS1" 10/27/03

FIRST FLOOR WIRING:
FROM SERVER ROOM/RYE ROUTE CABLES THRU CEILING
SOUTH THRU PURNACE ROOM 130 FOR SOUTH WING.
NORTH THRU STORAGE ROOM 118 FOR NORTH WING.
1ST FLOOR STATION CABLES TERMINATE IN A/C.

RISER CABLES:
FROM SERVER ROOM / RYE ROUTE CABLES INTO STORAGE ROOM 118.
THEN UP INTO SECOND FLOOR BY THRU RISERS IN STORAGE ROOM CEILING.
CABLES FOR 4TH FLOOR BY ROUTE THRU 2ND FLOOR BY AND ON UP THRU
CONDUITS TO 4TH FLOOR.

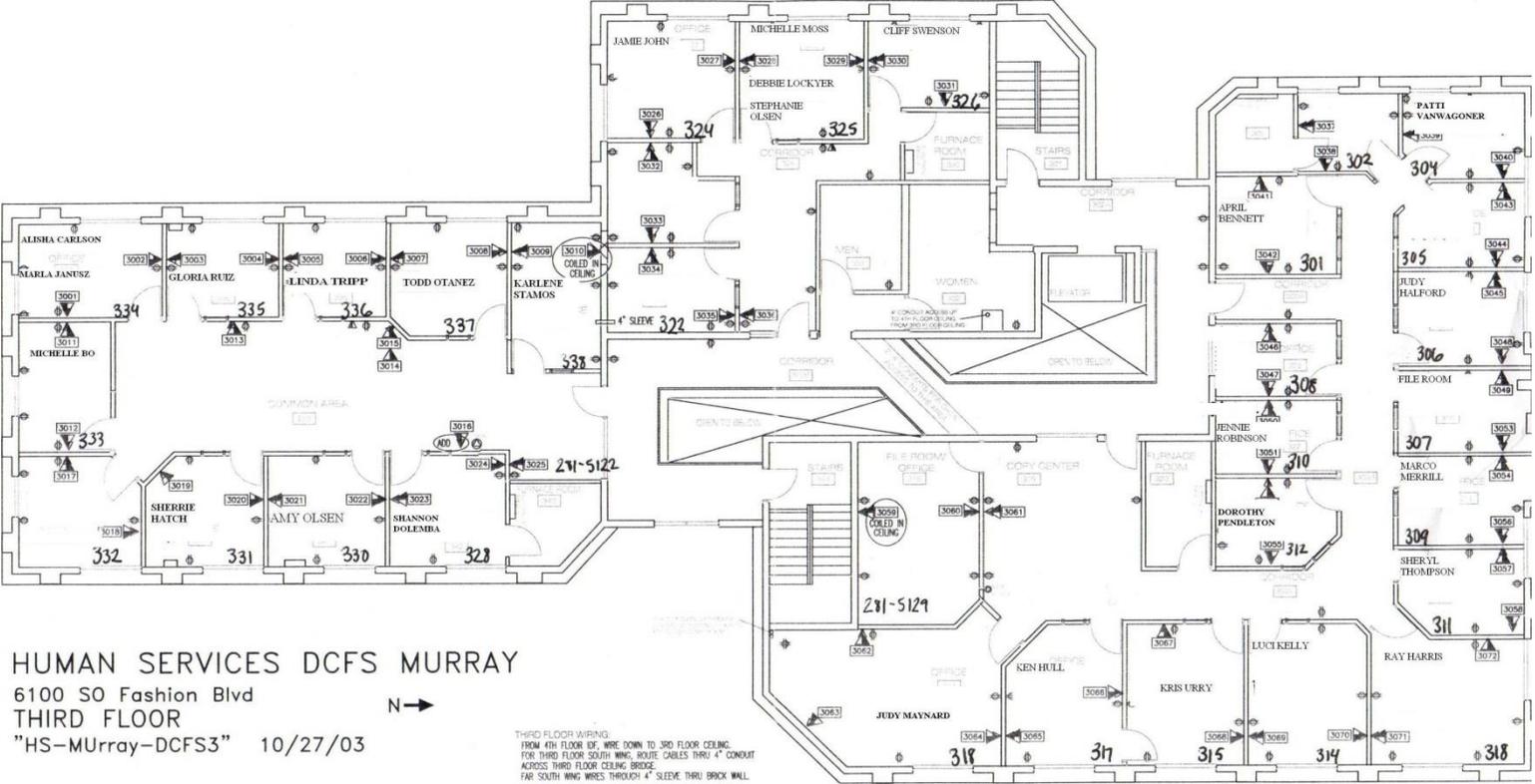


Floor 2





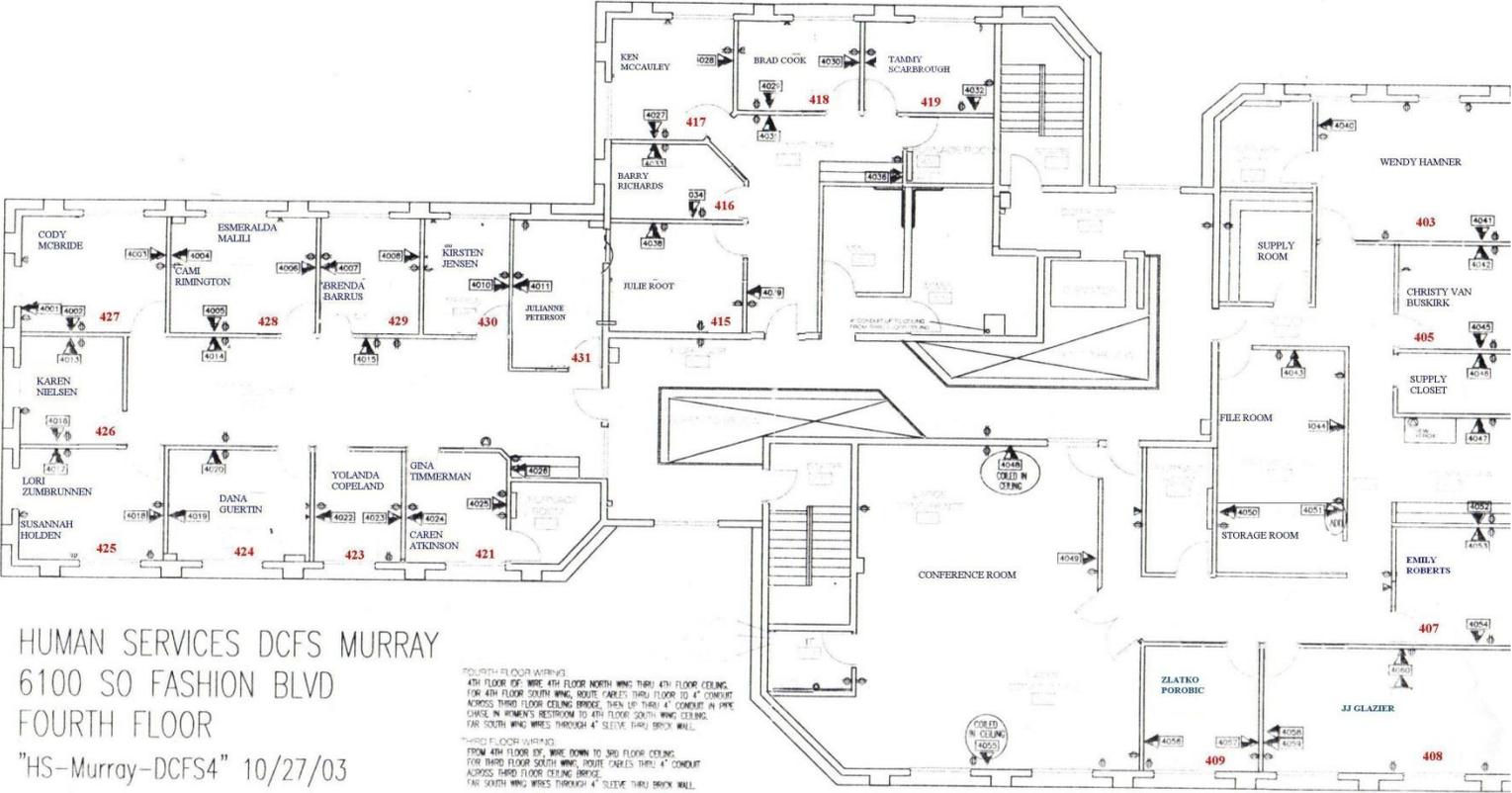
Floor 3



HUMAN SERVICES DCFS MURRAY
 6100 SO Fashion Blvd
 THIRD FLOOR
 "HS-MURRAY-DCFS3" 10/27/03



Floor 4





Annex C-Data Management/Recovery Plan

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Introduction

Purpose and Scope

This plan documents procedures that, after an emergency, will aid in the repair and recovery of data collected through the SAFE data collection and management application. The plan lists locations and specifications of Department managed data collection systems, describes actions required to effectively recover SAFE data stored on the system, assigns emergency related responsibilities, and describes the procedures for testing and maintaining this response and recovery plan.

SAFE is a Sybase software application that shares space on the Department of Human Services production server. Automatic backups are run at prescribed intervals from the Unix operating system using the Unix utility cron (see [Sybasebackup](#) for more information relating to system recovery). Backup and restore processes run continually on a backup Unix server located in Richfield, UT.

The Statewide SAFE Team oversees a data management system used to record and process DCFS client and service delivery information. In doing so, the team designs, develops, tests, and implements data recording modules that incorporate Division Practice Principles, Policy and Casework Guidelines. The team also aids in training of users, supports users utilizing the system as well as generates reports that assist the agency in management of its programs and services.

This plan focuses support needed to ensure that:

- The SAFE application has not been corrupted
- Information placed on the database is complete and correct
- Damage to the SAFE application is assessed and data is recovered or repaired
- Users receive communications regarding disruptions to the system as well as users future ability to access the application.

Definition of Emergency

For the purposes of this plan, an emergency is any unplanned event that prevents the Statewide SAFE Team from providing critical application services for a period of 24 hours or longer. Conditions that could be declared an emergency include, but are not limited to, an extended electrical power outage, as well as emergencies that cause damage to computing equipment including fire, smoke, water, or explosion.

Assumptions

This plan has been developed using the following assumptions:



- An emergency affecting the location of systems on which SAFE data management applications are housed will result in the need for, at a minimum, time, money, and additional staff support.
- Physical damage to structures housing data collection equipment will result in damage to SAFE data and software
- Following an emergency, users may not be able to access SAFE data and will require notification of the status of the SAFE database
- Adequate staff will be available to support response and recovery efforts
- DCFS has the financial and material resources needed to support response and recovery activities.

Developing and Maintaining the Plan

This plan is periodically updated:

- In response to events such as office moves, telephone number changes, new personnel, retirements, duty changes, and additions or deletions of designated critical applications
- After each exercise of the plan, to reflect the recommendations resulting from the post-exercise wrap-up debriefings
- Before, during, or after a mandatory annual review of the plan
- After completion of activities related to a response to an actual emergency.

Testing the Emergency Recovery Plan

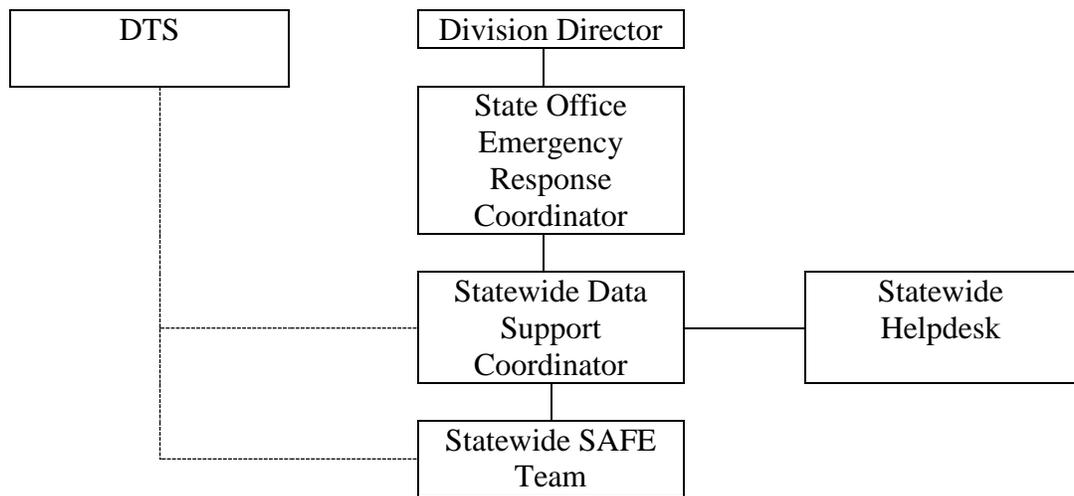
DTS and the Statewide SAFE Team are jointly responsible for testing and exercising the SAFE Emergency Recovery and Continuity Plan including testing recovery procedures, evaluating the accuracy of supporting documentation, developing activities that identify omissions in response and recovery procedures or documentation, and determining whether personnel are adequately prepared to perform their assigned duties.

The Administrative Team will schedule an exercise of this plan at least yearly. Tabletop, functional, or full field exercises may be used to meet this requirement. At minimum the Administrative Team will be responsible for:

- Devising an exercise plan including setting objectives for the test and establishing action items
- Coordinating the exercise plan with Regions, DTS staff, and other divisions within the department
- Notifying and disseminating exercise goals and objectives to users
- Identifying and procuring resources needed to conduct the exercise
- Debriefing administration, users, and other participating division or department staff on the results of the exercise.



SAFE Emergency Response and Recovery Management Structure



Division Director (or Deputy)

- Activates the Emergency Business Contingency and Continuity Plan in event of an emergency
- Appoints the State Office Emergency Response Coordinator
- Provides reports on the status of DCFS operations to the Department of Human Services' Executive Director
- Budgets and allocates funding for necessary supplies and equipment

State Office Emergency Operations Coordinator

- Coordinates all emergency activities for DCFS State Office
- Implements the DCFS State Office Emergency Operations Plan
- Establishes primary and alternate emergency command posts
- Provides liaison communication between the Division Director and Regional Emergency Operations Coordinators
- Supervises the Statewide Data Support Coordinator
- Develops solutions and strategies to deal with each plan related point of failure.

Statewide Data Support Coordinator

- Obtains reports on the status of the emergency and recommended response level from the State Office Emergency Operations Coordinator
- With the State Office Emergency Operations Coordinator identifies Data Warehouse and SAFE data used to assess the impact of an emergency as well as data needed to support emergency operations
- Identifies new data needed to track emergency operations and services provided



- Develops information gathering tools that will support collection of new data needed
- Manages the daily activities of the Statewide SAFE Team and Statewide Helpdesk
- Provides a daily written report of activities to the State Office Emergency Operations Coordinator

Statewide SAFE Team

- Contacts Regional Resource Managers to assess damage to computer systems and ability to access SAFE
- Coordinates collaboration between Regional Resource Managers and Regional DTS staff
- Estimates damage and provides probable time frames for resumption of normal operations
- Relays specific needs identified by Regions to the Statewide Data Support Coordinator
- Maintains contact with Department of Technology Services to determine the status of computer support
- Notifies users of tests of critical applications

Statewide Helpdesk

- Notifies staff of the status of SAFE and other data management programs accessibility of SAFE modules, projected down time for SAFE support
- Responds to user queries regarding emergency data support
- Logs user problems, date and time, and status of the problem and provide a daily written report of activities to the Data Management Coordinator
- Provides problem diagnosis, guidance, and assist in resolving users needs

Help Desk staff will answer e-mails and FAXs as soon as possible, but no later than the next working day. When contacting the Help Desk regarding a problem, workers should be prepared to give their name, the case name, and the case ID. The worker's phone number, login ID, and work role may also be needed.

Concept of Operations

Plan Activation

Only the Division Director or his/her designee has the authority to declare an emergency, and activate the Emergency Response and Recovery Plan. The Division Director and State Office Emergency Response Coordinator will determine if DCFS support is needed to resolve damage to or problems with electronic data management equipment. The Division Director may, at his/her discretion, activate one or more components of this plan. In cases where only the SAFE application is affected, the Division Director may determine that the SAFE plan may be the only component of the larger plan to be activated. This is most probable following power surges or outages when the SAFE application is most vulnerable.



Response

The response phase of this plan takes place immediately upon activation of the Emergency Response and Recovery Plan. All staff identified in this plan are expected to respond to the designated site immediately upon notification.

Key benchmarks in the response process are listed below:

Action	Responsible Individual	Support
<input type="checkbox"/> Decision is made to formally declare an emergency and activate the Emergency Response and Recovery.	Division Director	State Office Emergency Response Coordinator
<input type="checkbox"/> The State Emergency Response Team including the Statewide Data Support Coordinator is activated.	State Office Emergency Response Coordinator	
<input type="checkbox"/> Statewide SAFE Team and Statewide Helpdesk are activated.	Statewide Data Support Coordinator	
<input type="checkbox"/> DCFC liaisons with DTS and the status of DHS computer system is identified.	Statewide SAFE Team	
<input type="checkbox"/> Initial SAFE damage assessment is completed.	Statewide SAFE Team	
<input type="checkbox"/> Users ability to access the database including identification of damage to Region assets is evaluated.	SAFE Team	Statewide Helpdesk
<input type="checkbox"/> Users are notified of the status of SAFE.	Statewide Helpdesk	
<input type="checkbox"/> Results of the damage assessment and user evaluation are reported to the State Office Emergency Response Coordinator.	Statewide Data Support Coordinator	



Liaison with the Department of Technology Services (DTS)

When an emergency disrupts DHS computer operations, DTS will be responsible for repairing or replacing system hardware as well as configuring that system to accept the SAFE application. In the event the system is not functioning, the Statewide SAFE Team will liaison with DTS and will provide them information regarding the status of SAFE; will work with DTS to recover, repair or replace equipment or materials that will help restore the application; and will ask DTS for an estimate on the amount of time needed to make the system operational.

Resumption of Operations

The Statewide SAFE Team will cooperate with DTS to test applications to determine if they are usable, safe and secure. In consultation with the DTS, the Statewide Data Support Coordinator will decide how, and in which order, applications will be made available to users. The Statewide SAFE Team and Statewide Helpdesk will assure that all DCFS staff a notified of the resumption of operations.

Sybase Backup and Recovery Procedure for SAFE Release 2

Overview

This section describes the backup and recovery procedures to be followed by DTS staff for the Sybase databases that reside on the HP UNIX machines in Salt Lake and Richfield.

Automatic backups are run at prescribed intervals from the Unix operating system using the Unix utility cron. The cron jobs run under the *loader* or *Sybase* logins on HP UNIX and provide for physical, logical, and transaction log backups using SQL BackTrack. Recovery can be accomplished at the database or object level.

SQLBackTrack

SQLBackTrack provides two types of backups: physical and logical. A *physical format backup* unloads the database page by page to the backup media similar to a Sybase dump. A *logical format backup* unloads a database object by object. Physical backups must be used to recover the master database. Logical backups can be used for restoring individual objects, archiving data, moving and copying data, or resizing databases.

Related Documents

SAFE Release 1.0 Availability	ISTC008
Unix cron jobs	SOTC003
Hiplink paging for HP Unix	SOTC0008
System on-call procedures	SOTC0009
HP Unix backup procedures	Refer to OT documentation



Backup Process and Schedule

All SAFE production databases on HP Unix hscwis are backed up to disk nightly. This includes backups for system databases: master, model, and sybssystemprocs. Each day backup files are copied to tape and kept for an optimal period. Database consistency checks (dbcc's) are performed before each backup to ensure database integrity. At least two generations of each database backup are kept on disk at all times. The following table shows the backup schedule for all databases on hscwis.

Database	Backup Type	Frequency
SafeDB	Full	Nightly M-F
	Log	30 minute intervals Su-Fr 8 am to 6:30 pm Sat 3 pm to 6:30 pm
Master	Full	Nightly M-F
Model	Full	Nightly M-F
Sybsystemprocs	Full	Nightly M-F

Full database backups (logical and physical) are done Monday through Friday after the nightly load completes. Transaction log backups for the production database SafeDB are done every 30 minutes beginning at 8 am and ending at 6:30 pm, Sunday through Friday. SafeDB nightly loads usually finish processing between midnight and 7 am, Tuesday through Friday. On Saturday, processing usually extends into the afternoon. The nightly process begins at 11:45pm Monday through Friday after which the backup is done.

If at any time the log fills to 50% or more, an automatic procedure is in place to backup the log at that time. This means that if the transaction log is filling up, it will automatically be backed up and refreshed so it can continue to record transactions. Transaction log dumps are kept as part of the regular backups and can be restored in case of a system failure.

Transaction logs for system databases and other user and development databases are truncated after nightly backups or are set so they do not accumulate data.



Database	Time	Backup Type
SafeDB	before 7:00 am	Full
	8:00 am	Log
	8:30am	Log
	9:00am	Log
	9:30am	Log
	each hour.....	Log
	6:00 pm	Log
	6:30 pm	Log
master	before 7:00 am	Full
sybsecurity	before 7:00 am	Full
model	before 7:00 am	Full

Files, Tapes

All backups to disk are kept on the HP Unix in the following file systems:

Salt Lake

HSCWPROD /cwdump

HSCWADHOC /adhocdump

Richfield

HSCWRICH /richdump

HSDADEV /dadump

The Richfield server, HSCWRICH, also has a */cwdump* directory that contains the HSCWPROD backups which are copied twice a day via ftp from Salt Lake to Richfield.

See OT documentation for disposition of HP Unix backup tapes

Dbcc Error Checking

Database consistency checks (dbcc's) are done on each database before the nightly backup. Error check logs are reviewed for errors. If errors are present on the production database, they are corrected and another backup done at that time. Errors discovered on other user databases are evaluated and depending on their severity either corrected and another backup run or they are ignored.

SQLBackTrack Error Checking

The SQLBackTrack log 'datatools.log' is located in /usr/datatools/sbacktrack4.1.00/log. Monday thru Friday at 11pm a cron job runs that does the following:

- looks for error messages in the datatools. log
- if it finds errors, sends an email message to those email addresses listed in /home/sybase/.dba_mail



- copies the datatools.log to a datatools.log.<date> file
- empties the datatools.log in preparation for tomorrows messages

Database Schema

Extract scripts containing code to recreate databases and all structures are maintained on the Novell CWMIS development server in a directory named the same as the server: HSCWPROD, HSCWADHOC, or HSCWRICH.

Other critical system scripts are extracted from the database at regular intervals and retained as files on the CWMIS development server. These script files are backed up by currently instituted network backup procedures. Schema scripts are kept under version control.

Recovery

Databases and/or database objects are restored using SQLBackTrack. Master database is recovered first if necessary. Databases are loaded from the most recent full backup with transaction log backups applied.

In the event of a failure or a user perceived failure of the system, procedures are in place to notify the proper resources (*for further detail see the on-call document.*) Automated processes are set up to notify the Sybase person and other database team members when system errors occur. Server error logs are monitored and E-mail and pager messages automatically sent when critical situations arise.

Hardware and Software

The HP9000 is equipped with Predictive software that continually monitors the Unix system. If a problem is detected, HP is automatically notified and will inform us and initiate problem resolution procedures.

HP Mirror/UX software provides full mirroring of the Unix system drives. Hard disks, power supplies, and I/O cards are 'hot swappable.' However, in order to swap equipment, the HP volume group must be taken offline, requiring some volume and/or system downtime.

For more detailed information on HP Unix hardware/software see OT documentation.

SQLBackTrack software provides database and object level backup and recovery for the Sybase databases on the Salt Lake and Richfield HP Unix machines.

HipLink software provides automatic paging capability.



Network

Network recovery processes are in place and will remain as currently defined under the responsibility of the network team. Network recovery is outside the scope of the SAFE development team. The Statewide SAFE Team will maintain availability of visibility of the server to the network.

Business Resumption

In case of total hardware failure on the part of the HP 9000 in the DHS administration building in Salt Lake the HP 9000 in Richfield will be used. The Production database (SafeDB) can be implemented at the Richfield site.

The business resumption Sybase server in Richfield is configured to mimic the SafeDB production server/database in Salt Lake. As backups are created on hscwis (Salt Lake), they are transmitted via ftp to hscwis2 (Richfield.) This means there is always a current copy of all backup files on Richfield in the event the Salt Lake machine fails.

Restore Process in Richfield

If the Salt Lake HP Unix becomes inoperative, a decision will be made regarding the level of service to be implemented using the Richfield HP Unix. SafeDB production server can be restored on the Richfield server using the most current full backup that has been ftp'd to that server. Other considerations include:

- Providing connection to the Richfield server instead of the Salt Lake server
- Pointing users to the Richfield server instead of the Salt Lake server
- Providing mainframe connectivity
- Initiating full and transaction log backups on the Richfield server
- Implementing system error notification procedures
- Implementing nightly load procedures
- Returning processing to the Salt Lake server

We currently have a sixteen-user Sybase license for the Richfield server. We will use our unlimited user Sybase license located in Salt Lake City on hscwis for the Richfield site if and when that becomes necessary. Development and testing on the Richfield server will be curtailed for the duration of time the Richfield server is being used for production.



Outstanding Issues

Richfield business resumption site has not been tested.

Personnel in Richfield may need to manage the production database from that site in case of an emergency. It may be necessary to have trained personnel at the Richfield site to handle these duties.

We have been given verbal authorization to use our Salt Lake unlimited Sybase license at the Richfield site should this become necessary. Written authorization is pending.



Annex E-Safekeeping and Salvage of Paper Case Files Safekeeping and Salvage of Records¹⁶

The protection and availability of vital records, databases, and information systems needed to support essential functions under a broad array of disruptions is critical. Agency personnel must identify all vital records, databases, and information systems necessary to sustain essential functions at alternate facilities. By taking the proper steps, the agency can minimize the impact of disasters and thereby avoid the loss of records and the need to undergo recovery and salvage efforts. Needless to say, the availability of records is essential to agency functions. The less damage caused to records by disasters, the less disruption will occur and the easier it will be to resume operations, even under less-than-ideal conditions. Most of these steps concern the storage conditions of records, as well as their formats and storage media. DCFS staff should consider the recommendations offered below and determine which—if any—to implement. Factors influencing that determination include existing resources, conditions, and personnel, as well as costs.

General Prevention and Preservation

- Conduct a building inspection to familiarize personnel with potential risks to records. Make any practical repairs or changes to mitigate the risks.
- Do not store records under plumbing or in areas that leak. Move them if possible; if not, cover them with polyethylene sheeting, or keep a roll of sheeting nearby and cover records during closing hours.
- Store records off the floor on sturdy shelves.
- Store records on an upper floor if the agency's facility is located in a flood-prone area.
- Maintain constant temperatures below 65°F in dedicated storage areas, or 70°F in work areas occupied by personnel. Maintain relative humidity levels of 40 to 50%.
- Install fans and commercial dehumidifiers if high humidity is a constant problem and cannot be controlled with an adequate HVAC system.
- Store records out of direct sunlight and preferably in archival-quality containers
- Consult with administrators to implement a pest-control program.
- Create digital backups of all paper-based records. Store backups off-site and out of the geographical area.
- Store electronic data of long-term importance in stable formats and on stable media. Store these media under environmental conditions conducive to long-term preservation.
- Establish a schedule to migrate (periodic updating of format and medium) electronic data of long-term importance.

¹⁶ From Emergency Preparedness in Dependency Courts-Ten Questions that Courts Serving Abused and Neglected Children Must Address June 2008



Preparation

- Take inventory of your records—Note record format and media. Create a shelf-list.
- Prioritize records—Identify vital records and label records according to priority.
- Alternate site planning—Have an alternate site where the work of the agency can continue and where recovered records can be housed.
- Develop and keep updated a recovery and salvage plan—Address options for the recovery and salvage of damaged records and make recommendations based on existing resources, personnel, and facilities.
- Establish a recovery team—Members should be authorized to view confidential records, trained in salvage and recovery, and well versed in the agency's disaster response plan.
- Maintain an updated list of local emergency contacts.
- Maintain disaster response supplies.
- Maintain a list of response-and-recovery vendors and suppliers—Identify and establish contact with those vendors your agency would be most likely to use in the event of disaster.
- Conduct an annual review—Any disaster response plan should be reviewed every year.

If the agency has advance warning:

- Cover storage areas with plastic sheeting to protect from water damage
- Move records to higher shelving to protect from rising floodwater
- Move vital records off-site.

Recovery and Salvage

Recovery and salvage is the work of restoring, reformatting, and otherwise saving damaged records. Assess the damage as soon as practicable to determine appropriate salvage-and-recovery efforts. The disaster recovery team must determine what is damaged, the volume of material damaged, and whether agency personnel can handle recovery or if commercial vendors are needed.

Recommendations for Recovery of Water-Damaged Paper Records

- General guidelines:
- Paper will begin to distort immediately; mold can develop within 48 hours.
- Vital records and any rare or especially vulnerable items should be salvaged first
- Damp books in warm humid areas are most subject to rapid mold growth
- Properly stored and undisturbed archival files will be less quickly affected
- Very wet materials, or those still under water, will not develop mold
- Tightly shelved books will develop mold only on the outer edges; do not separate or open these items until the environment is stabilized



- If books or loose records printed on coated stock are allowed to air-dry, their leaves will be permanently fused together
- Do not open or attempt to close wet books, unpack wet file boxes, separate single sheets, or remove covers when materials are water soaked
- Do not attempt to wash dirt from wet materials without a conservator's direction
- Work surfaces used for recovery should be covered with polyethylene sheeting.

Step One: Stabilize the environment to prevent mold growth

- If necessary, use plastic sheeting to protect against further water damage and move unaffected materials to higher locations to protect from flooding
- Regulate temperature to 65°F or below. Use air conditioning if necessary
- Create maximum airflow and regulate relative humidity to 40 to 50%, if possible
- Establish a salvage plan and brief personnel before removing damaged materials
- If needed, seek the advice of specialists.

Step Two: Dry or stabilize damaged items as soon as possible (see below for packing guidelines used for shipment to vendors)

Stabilization by freezing

- If materials cannot be dried within 48 hours, freeze them until they can be dried
- Freezing will not dry materials or kill mold spores (it will prevent their growth)
Freezing is good to use if the value of materials needs to be assessed
- Freezing increases the thickness of bound volumes, but will do no more damage
- Once frozen, items should be stored at about 0°F
- Freeze rare or delicate items separately

Drying procedures.

Choosing a drying method depends on the extent of water damage, the types of materials affected, available facilities, time, and costs.

Air-drying

This is the best for drying small numbers of damp books and records but can result in badly distorted bindings and text blocks and is seldom used for drying bound coated paper.

- Time involved: several days to a few weeks
- Maintain drying rooms at a constant temperature and use a dehumidifier to help reduce humidity
- Stand books upright on the head (top) end. Do not fan pages; simply open the covers slightly and let stand while drying
- Stand books on several sheets of absorbent paper or blank newsprint. Replace the paper as it absorbs water. Interleave blank newsprint between some pages
- Change the interleaving frequently and take care not to distort the book by too much interleaving



- As the book dries open it flat and add more interleaving
- When books are almost dry, remove the interleaving, close the book gently, and continue drying it under a lightweight to minimize distortion
- Loose documents can be spread out in small stacks on absorbent paper
- Large quantities of documents can be frozen then thawed and air-dried in batches.

Dehumidification

- Best used for large quantities of damp or moderately wet books, even those with coated paper, as long as it is begun before swelling and adhesion occur
Time involved: varies, depending on moisture, damage, and area affected
- Items are left in place; commercial dehumidifiers are brought into the facility
- Initiate within 24 hours of the damage

Vacuum thermal drying

- Easier and more cost-effective than air-drying for large quantities. Wet or frozen items are placed in a vacuum chamber and dried above 32°F
- Time involved: 4-6 weeks per batch; only done in small batches
- Contact a commercial vendor for more information.

Vacuum freeze-drying

- Especially useful for large quantities of very wet books and records, as well as for coated paper
- Frozen items are placed in a vacuum chamber and dried below 32°F. Ice vaporizes without melting, so no additional distortion occurs
- Time involved: 6-10 weeks per batch; only done in small batches
- Contact a commercial vendor for more information

Guidelines for packing wet or damp materials in preparation for freezing and/or transportation to commercial drying facility

- Do not attempt to close open books swollen by water absorption
- Use sturdy containers such as plastic milk crates. Place books vertically in a single layer with spines against the bottom of the box. Allow a small amount of space for expansion if materials are to be frozen. Refrigerated transport might be needed
- For damp, loose papers, place newsprint between them, wrap them in packages less than two inches thick, and place them flat in milk crates. Do not wrap or interleave saturated papers
- If materials are found packed closely together, do NOT space them out or separate them. Closely packed materials will not develop mold internally
- Move drier materials to a controlled environment while storage areas are cleaned.



Recommendations for Recovery of Water-Damaged Microform Records

General guidelines for drying wet microform (microfilm and microfiche)

- Microforms are highly susceptible to water damage
- Do not allow to dry in rolls or enclosures; unroll microfilm
- Rinse under a gentle stream of clean water
- Wet microfilm or microfiche should be air-dried and then reprocessed
- Freezing or freeze-drying is not recommended
- If immediate drying is not possible, keep submerged in clean water inside a container lined with plastic garbage bags for up to 48 hours.

Recommendations for Recovery of Water-Damaged Photographs

Water can cause extensive and irreversible damage to some types of photographs; others can stay immersed as much as a day with no damage. To be safe and to prevent mold growth, dry or stabilize wet photographs as soon as possible.

General guidelines for stabilizing and drying wet photographs

- Prints should be salvaged first
- Air-dry or freeze as soon as possible
- Rinse dirt with gentle stream of water or immersion with gentle agitation
- If necessary, pack immersed in clean water in plastic bags inside boxes
- Do not touch with bare hands.

If personnel, space, and time permit, photos should be air-dried

- Separate from enclosures or frames and each other. If stuck together or adhered to glass, soak and separate, or set aside for freezing and consultation with a conservator
- Allow excess water to drain
- Spread photos out, face up, laying them flat on an absorbent material such as blotters, unprinted newsprint, paper towels, or a clean cloth
- Maintain good airflow. Fans will speed drying and minimize the risk of mold growth
- Dry negatives vertically. Hang on a line with plastic clips placed at the edges

Only freeze photographs if air-drying is not possible or if they are stuck together; the formation of ice crystals might leave marks on the film. Consult a conservator

- Wrap or interleave photos (or groups of adhered photos) with waxed paper or a non-woven polyester material (Mylar) before freezing
- Frozen photos are best dried by thawing, followed by air-drying
- As a stack of adhered photos thaws, individual photos can be carefully peeled from the groups and placed face up on a clean absorbent surface to dry
- Rinse slides and dip in a commercial slide cleaner product and air-dry; hang on a line or prop on edge
- Remove slides from frames for drying and then remount.



Recommendations for Recovery of Water-Damaged Digital/Electronic Media

Magnetic tapes

- Do not attempt to play back wet tapes
- Do not freeze
- Do not touch tape with bare hands
- Immediately and gently rinse tapes soaked by dirty water using only distilled water
- Dry within 48 hours. Otherwise, tapes can stay submerged for several days. Delay in recovery is likely to destroy some tapes
- Air-drying is preferable. Expose tapes to an environment of cool, dry air
- Remove paper inserts and wet cardboard to reduce the possibility of mold growth
- If shipping is necessary, keep submerged in plastic bags inside crates.

Floppy disks

- Do not freeze
- Do not touch disk surface with bare hands
- Air-dry immediately: disassemble case, wash disk gently in distilled water, air-dry, place in new case, and copy data onto new disk
- If immediate drying is not possible, submerge in plastic bags or tubs of distilled water.

Compact discs

- Air-dry as soon as possible
- Transfer data onto new discs.

Audio- and videotapes

- Do not unwind tapes or remove from reels or spools
- Rinse with distilled water
- Air-dry by supporting cassettes or reels vertically or lying on sheets of clean blotter paper
- Use fans to keep air moving without blowing directly on items
- Dehumidify the area; bring relative humidity down to 50%.

Recommendations for Recovery from Mold

General guidelines for all records

- Do not turn up the heat, which will encourage mold growth
- Discover what is causing mold growth (e.g., standing water and/or high temperature and humidity), and modify the environment (e.g., remove standing water, circulate air with fans, reduce relative humidity to 40-50% and temperature to less than 65°F)
- Isolate moldy items in a clean area of regulated humidity. Shut off HVAC system
- Make sure that anyone working with moldy items wears masks or respirators and gloves
- For large outbreaks, consult a conservator or commercial recovery company



- Freezing or drying items (in regulated environment) will cause mold to go dormant, so that it appears dry and powdery instead of soft and fuzzy
- Once mold is dormant, clean the affected items. (Do not try to clean active mold yourself; contact a professional conservator)
- Vacuum with a HEPA filter or wet-dry vac with a fungicide solution in the tank
- A brush attachment covered with cheesecloth can be used for fragile items
- A soft brush also works—should be done outside and gently so as not to permanently embed mold into the surface.

Recommendations for Recovery from Fire and Smoke Damage

Obviously, fire and heat can completely destroy records or damage them so extensively as to make them unusable or unrecoverable. The most effective approach, therefore, is to store records in fireproof cabinets or vaults, or to store duplicate copies (in whatever format) off-site. In some cases, however, the damage might be minor, and records can be salvaged, reformatted, or both. Surface soot and/or ash can be removed with gentle brushing, and singed or brittle paper or photographic prints can be photocopied or digitally scanned. More extensive damage caused by heat or smoke to any format or medium should be addressed under the direction of a conservator or other recovery specialist.



Annex F-Resources

**Department of Human Services
 Emergency Supplies
 Located at the State Office Building
 195 North 1950 West
 Salt Lake City, UT 84116**

Item	Quantity
Meals Ready to Eat	72 cases @ 12ea = 864ea
Emergency Blankets	2 cases @ 250ea = 500ea
Emergency Sleeping Bag	1 case @ 125ea = 125ea
Hygi-net	2 cases @ 25 yd = 50 Yards
Cone Face Mask	5 cases @
Gauze Sponge 4"x4"	4 packs @ 10ea = 50ea
Blanket Casualty 84x56	1 case @ 12ea = 12 + 3 = 15ea
Surgical gloves	2 cases @ 50ea = 100ea
72 Hr. Emergency Kits	2 cases @ 12ea = 24 + 1 CS @ 10 = 34ea
Water	14 cases @ 48ea = 672ea
Shampoo &Conditioner	30 Bottles each
Deodorant	122 Bottles each
Shaving Cream	3 tubes each
Cotton Blankets	14 each
Wool Blankets	10 each
Bulk light Sticks	164 each
Inflatable Mattress	1 each
Linen Pack	1 each
Cots	2 each
Burn Pads 24x36	7 each
Terry Towels 20x40	2 each
Terry wash Towels	3 each
Bandage Gauze 4 1/2x147"	6 each
Spine Board Long	1 each
Splint Leg Pneumatic	1 each
Porta Potti	2 each



Salt Lake Valley Region Resources

Location:

Location/Item	Quantity
SouthTowne Office	
Flashlights	2 ea.
First Aid Stations	2 ea.
MRE meal packages	2 cases (12)
Water (48 pouches each)	12 cases
Fashion Place Office	
Flashlights	2 ea.
First Aid Stations	2 ea.
MRE meals	18
Water (48 pouches each)	15 cases
Oquirrh Office	
Flashlights	6 ea.
First Aid Station	1 ea.
Magna Office	
Flashlights	2 ea.
First Aid Station	1 ea.
Tooele Office	
Flashlights	2 ea.
First Aid Station	1 ea.
Tooele Shelter Office	
Flashlights	2 ea.
First Aid Station	1 ea.
Blankets	8 ea.
Shampoo and Conditioner	2 sets
Mattresses	12
Towels	8
1385 S. State St. Office	
Flashlights	2 ea.
First Aid Stations	2 ea.
Emergency Blankets	5 ea.
TAL Office	
Flashlights	2 ea.
First Aid Stations	2 ea.



Western Region Resources

Location	Item
Provo Office	We have approximately 60 72 hr. kits. In various persons' offices. The candy bars are expired.
	These kits have water, blanket, candle, matches, etc.
Orem Office	No supplies
American Fork Office	Some tarps in the basement & some 72 hr. kits, same as Provo. The candy bars are expired.
Provo Office	19 boxes of 48 count 8 oz. water pouches = 912 -8ozpouches of water. In Shred Room on top of shelving on South Side of room.
Heber Office	1 box of 48-count 8 oz. water pouches in file room.
Spanish Fork Office	No supplies
Delta Office	No supplies
Fillmore Office	No supplies
Nephi Office	No supplies