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I. INTRODUCTION
The State of Oregon’s Department of Human Services (DHS), Children, Adult and Families Division (CAF) is committed to ensuring the safety, permanency and well being of the children and families under its care and supervision. In order to ensure that these crucial services can be maintained immediately following a disaster, CAF has developed this Emergency Preparedness and Management Plan in accordance with state and federal requirements and guidelines. This plan will work in conjunction with other DHS operational plans and state and local emergency operations plans, to ensure interagency coordination and effective service delivery immediately following a disaster or emergency event. The plan and attachments will guide district and local offices in developing their emergency preparedness plans.

A. Overview
Medical events, man made and natural disasters around the world strain the ability of governments at all levels to protect children, ensure continued critical services to children, and respond appropriately and effectively to children’s needs during and after a disaster. The role of human service agencies in disasters therefore becomes even more important to the health, wellness, and safety of children under state care or supervision. However, it was Hurricanes Katrina and Rita in 2005 that caused prolonged disruption to child welfare services, dispersed thousands of children in Louisiana’s foster care system to 19 states, and galvanized the United States Congress to pass the Child and Family Services Improvement Act of 2006 (Public Law 109-288). This plan outlines Oregon’s work to prepare for disasters and emergency events that would disrupt critical services to vulnerable children and their families.

Although the entire state may not be affected by a major disaster or pandemic, it will have an agency-wide impact. Therefore, district and local offices need to have emergency plans that clearly identify their roles and responsibilities within the broad emergency plan for the division and for the state. Support from other areas of the state may also be required, as local resources will likely be stretched and severely compromised.

CAF’s emergency response planning will take place in local communities and counties throughout the state. The plans created at the local level will be communicated statewide so that resources and services can be mobilized immediately following a disaster.
Additionally, there will likely be a need to place children through emergency licensing, or emergency authorizations, and to place children with relatives, friends, or neighbors, both within and out of state.

B. Plan Background
CAF is coordinating efforts in support of, and in combination with DHS and the Oregon Office of Emergency Management, the state’s comprehensive emergency management team, which provides the framework and guidance for statewide mitigation, preparedness, response and recovery activities. The plan is intended to provide a foundational framework for the statewide standardization of district and local office plans and facilitate coordination between local, state and federal governments.

The Emergency Preparedness and Management Plan ensures DHS’ ability to provide support for the planning, response and recovery activities of the administrative, district and local offices. The essential services include the activities mandated by the Child and Family Services Improvement Act of 2006 that requires states to maintain specific services to children and families in the event of a disaster, including:

1. Identifying, locating and continuing availability of services for children under state care or supervision who are displaced or adversely affected by a disaster.
2. Responding as appropriate, to new child welfare cases in areas adversely affected by a disaster and provide services in those cases.
3. Remaining in communication with case workers and other essential child welfare personnel who are displaced because of a disaster.
4. Preserving essential case information, both electronic and written documents.
5. Coordinating services and sharing information with other states and interstate agencies.

The Emergency Preparedness and Management Plan was developed in conjunction with the work being done through the DHS Vulnerable Populations Project, with input from County Emergency Managers, and through consultation with other states and federal partners. This plan and the Vulnerable Populations Project utilized the October 2007 Federal TOP OFF IV exercise and the winter storms of 2007 in Oregon, to identify impediments to service delivery and potential problems with communication and organizational issues.
Additional information was gathered by reviewing existing business continuity, information technology, and continuity of operations plans and reviewing existing state emergency procedures, guidelines and policies. These plans provided guidance for re-establishing program and services in the event of a disruption. It is understood that the effectiveness of the Emergency Preparedness and Management Plan is dependent on the compatibility and effective interface with these vital state plans.

1. Assessing potential disasters
A careful review of past disasters in the State of Oregon was completed as part of the disaster planning. This included studying disaster frequency and impact as well as assessing potential disasters based on the presence of high risk factors, such as chemical depots, chemical movement through the state, industrial operations, the location of man-made structures (such as dams and power lines) and natural hazards (such as volcanoes, rivers, coastal areas). Information was also gathered from state and local emergency management agencies to ensure a comprehensive understanding of local hazards and concerns. It was also understood that a disaster in other states could impact services as Oregon takes in children and families displaced from a disaster in other areas of the United States. Potential disasters in Oregon can range from limited impact events – such as landslides, fires, and structural failures – to broad impact events – such as acts of terrorism, floods, earthquakes, and pandemics.

The Emergency Preparedness and Management Plan was designed to provide a flexible response based on the scope of the disaster. It is expected that minor events can be handled on a local level by district and local office managers with existing resources or with minimal assistance as they request it. Major events may require state and possibly federal assistance and catastrophic events may require massive state and federal assistance over a long period of time. Incident command and control will be maintained at the local level as much as possible. All events require effective training, leadership and communication to minimize the impact of emergency events on programs and services and to protect valuable resources (including staff, equipment and structures).

Each section of the plan needs to be implemented for staff to be prepared for disasters that might interfere with the normal operations of CAF. Implementation includes:
• Gathering and making emergency preparedness information available to all child welfare staff.
• Training child welfare staff about emergency procedures.
• Providing periodic reports of key client information to managers at all levels in child welfare.
• Establishing periodic reports of critical personnel or titles identified in this plan.
• Periodically reviewing and updating the plan.

2. Assumptions
Emergencies and disasters may occur with little or no warning, and may be overwhelming to the general population and specifically to CAF and the services provided. In order to formulate an effective emergency management plan, some initial assumptions were made, and it is important to acknowledge those assumptions.

CAF’s plan was based on the following assumptions:
• The plan depends on timely communications and effective leadership.
• The plan applies to all hazards and not a specific event.
• Some emergencies or disasters will occur with sufficient warning that appropriate notification will be issued to ensure some level of preparation. Other situations will occur with no advanced warning.
• The continuity plans identify CAF’s priority services.
• DHS and CAF administration may be unable to satisfy all emergency resource requests during a major emergency or disaster.
• The plan describes only the general emergency procedures staff will need to follow. Managers at all levels of DHS will need to improvise to meet the specific conditions of an actual disaster.
• The plan assumes CAF will continue to provide food stamps, TANF grants, Medicaid and other services.
• The plan assumes that community emergency services will be in place to provide basic necessities of shelter, rescue, evacuation, fire control, transportation, etc.
• The plan focuses on CAF’s unique responsibilities for Child Protective Services and for foster children in foster family homes or group or residential care settings, both in-state and out-of-state.
• The plan assumes child welfare staff will be informed and trained on how to implement emergency procedures when a disaster strikes.
• Contracted residential and group care providers and recognized Indian tribes will develop and coordinate with DHS and CAF their own agency or facility disaster response and recovery plans. This includes identification of, and resources for providing services to medically fragile or special needs children and youth who receive their services.
• The plan assumes all personnel will need some level of assistance before, during and after the disaster has passed.
• For catastrophic incidents with community social and economic consequences, federal assistance may be available for disaster response and recovery operations under the provision of the National Response Plan. DHS and CAF offices will coordinate with local county emergency operations centers, local emergency managers, and other state and federal agencies to develop the application for federal assistance.
• The plan assumes it will only be effective if it is reviewed and updated.

II. CONCEPT OF OPERATIONS
Emergency operations span three separate but contiguous phases: preparedness activities, response activities and recovery activities. The Emergency Preparedness and Management Plan is intended to support administrative, district and local offices in maintaining their critical services. The DHS Director is ultimately responsible for all CAF operations and services. However planning, control and event analysis will occur at all levels of DHS and CAF administration. It is also anticipated that service delivery and resource management will occur at the lowest level sufficient to meet the demands of the specific event and that command and control functions will be coordinated along existing lines of authority.

A. Preparedness activities
The CAF Emergency Preparedness and Management Plan supports district and local office operations by coordinating state and local resources. During an emergency operation, local services are frequently minimized or unavailable. It is the responsibility of DHS and CAF administration to coordinate information and services with district and local offices to allow for the continuation of vital services and activities and to assist district and local offices in re-establishing normal operations.
1. Designate managers
At the central office level the CAF Emergency Management Team consists of the CAF Assistant Director, the Deputy Assistant Director of Field Operations, the Deputy Assistant Director of Program and Policy, the Administrator of the Office of Safety and Permanency for Children and other staff as directed by the CAF Assistant Director.

The District Emergency Management Team consists of District and Program Managers and other key management staff designated by the District Manager. The DHS Director or designee, the CAF Emergency Management Team, the District Emergency Management Team and key DHS management staff will coordinate state resources to ensure the continued provision of critical services. The DHS Director (or designee) is responsible for ensuring that all members of the CAF Emergency Management Team know their responsibilities in an emergency, as well as the extent of their authority, should designated leaders be unavailable in an emergency operation. The CAF Emergency Management Team is responsible for ensuring that all managers who take on critical roles in an emergency know their responsibilities, as well as the extent of their authority, should designated leaders be unavailable in an emergency operation.

The DHS Director has the authority to activate the CAF Emergency Preparedness and Management Plan. The CAF Emergency Management Team will:

- Provide direction and information to management staff at all levels of CAF about actions to take to maintain critical functions in response to an impending or actual disaster.
- Designate managers over critical functions and establish a communication plan with them.
- Inform state, district and local office managers to activate emergency plans in response to an impending or actual disaster, if they have not already done so.
- Use media and any other forms of available communication to communicate direction to staff, clients and providers.
- Activate an emergency toll-free number specifically dedicated to emergency communication with foster families, group, residential care staff, youth receiving transition ILP services, and families with children under state care and supervision.
• Coordinate the CAF Emergency Preparedness and Management Plan with the DHS Emergency Management Plan.

Management staff at all levels will need to make decisions specific to each circumstance during an emergency operation or in preparation for one. Decisions regarding staffing essential functions, work place safety, work force and resource management will be made at the local level as much as possible. District and local office plans will define roles and responsibilities of front line staff in essential function areas.

2. Assign other critical roles
The CAF Emergency Management Team will ensure that all management staff of critical operations have the knowledge, skills and ability necessary for their role. All critical operation managers and their designees will receive notification of their assigned roles and essential information for carrying out their assignments during emergency operations. The CAF central office is responsible for:

• Maintaining the CAF Emergency Preparedness and Management Plan and ensuring that the plan facilitates communication and coordination with district and local office emergency plans.
• Establishing:
  o A disaster-activated and dedicated toll-free number;
  o Communicating with and managing the press.
• Coordinating services and sharing information with other states.
• Communicating with federal partners.
• Facilitating the placement of children from other states.
• Preserving essential program records, both electronic and written documents.

The CAF district and local offices are responsible for:

• Locating and identifying children under state care and supervision who may be displaced.
• Coordinating services with Local Emergency Operation Centers.
• Identifying alternate service centers.
• Identifying staff who may have been displaced.
• Continuing services to children under state care who may be displaced.
• Identifying new child welfare cases and providing appropriate services.
• Preserving essential program records, both electronic and written documents.
• Screening, training and supervising DHS volunteers.
• Appointing a liaison with local emergency response and court offices.

Foster families, group and residential care programs and families with children under state care and supervision are responsible for:
• Locating and identifying all children placed in their care.
• Calling the toll-free number and providing information as to their status and well being.
• Communicating with state caseworkers, if possible.
• Continuing to meet the needs of the children placed in their care.
• Identifying alternate service centers, (group and residential care only)
• Preserving essential program records, both electronic and written documents, (group and residential care only).

3. Workload planning
Other functions identified in the CAF Emergency Preparedness and Management Plan will be provided as staffing and resources are available.

In considering how CAF staff will be deployed during a disaster, the following considerations should be taken in account:
• Child welfare staff may be victims of the disaster themselves, with damaged or destroyed homes or missing or affected family members. This will limit their emotional and physical availability for child welfare tasks.
• Child welfare staff may be called to help with immediate response efforts, such as overseeing evacuations, and/or taking on tasks in the response and recovery process, such as operating or working at shelters or providing child care at assistance centers.
• Additional or expanded services will be needed during a disaster for existing child welfare families and newly identified CPS families.
• Staff may need to be deployed to answer toll-free phone numbers.
• After a disaster, as court processes are re-established, workers and attorneys should be available for court cases so that legal requirements (e.g., permanency timeframes) can be met. This will minimize the impact on children in care and the potential loss of IV-E funding, which would have a further negative impact on services.
It is also essential to evaluate the availability of resources, including:

- Identifying child welfare staff and other CAF staff with multiple skills that could assist with different jobs within CAF.
- Determining roles that units within the local child welfare office could assume.
- Exploring existing or potential processes for temporarily employing retired state employees.
- Considering deployment of staff from other counties.
- Considering the use of volunteers, foster and adoptive parents to help with disaster recovery work.
- Local Court Appointed Special Advocates (CASAs) and Citizen Review Board members may be willing to provide assistance during a disaster.

4. Locations of operations
District and local offices, with the support of the central office, are responsible for determining their operational status during an emergency. Office sites may be compromised by structural damage, power outages or lack of available staff. Identifying alternate sites and staff deployment is a function of the CAF Emergency Management Team in coordination with district and local offices.

In looking for alternate site locations it is important to consider the size of the facility, its location (will it be accessible in an emergency), and its capacity for service delivery (phone lines, room availability, kitchen and bathroom capacities). Also consider where staff might be deployed if communication systems and transportation systems are shut down (such as hospitals, shelters, schools) and how communication with deployed staff will be maintained.

5. Disaster supply kits
Managers and key personnel will have access to essential items necessary to continue operations in a “deployed mode.” These items must include:

- Laptop computer with extra batteries
- 1 gigabyte USB thumb drive (with important documents loaded before a disaster)
- Staff contact information including district and central office management staff
• Cell phones, satellite phones, radios/walkie-talkies, wireless handheld devices
• Battery operated radios with extra batteries
• Disaster plans
• Maps, driving directions to alternate facilities
• Flashlight, lanterns, with extra batteries
• First aid kit
• Pocket knife or multi-tool
• Car chargers for laptop and cell phone
• Access to agency vehicles with full gas tanks

The location of these disaster supply kits should be well known to staff likely to fill leadership roles in the event of an emergency. Staff should also be encouraged to have their own “personal disaster kits” around the office that could include:

• Flashlight/lantern and/or glow sticks
• Maps/directions for evacuation routes
• Extra car keys
• First aid kit
• Extra water and blanket in their vehicle

6. Flow of funds
DHS and CAF offices use direct deposits, vouchers, checks and electronic fund transfer technology to facilitate the majority of financial operations. All financial applications require strict adherence to established accounting policies and practices. During an emergency operation, strict adherence to accounting rules and guidelines will be maintained to account for all distributions of funds, track donations, and account for all transactions.

7. Training and updating plans
The information gathered from state and local exercises and actual critical incidents will be used to develop and update the CAF Emergency Preparedness and Management Plan. Additionally plans will be updated based on the recommendations and requirements of new state and federal mandates.

Contracted providers and essential partners will develop their own training models and activities to meet the needs of their independent organizations. Foster parents, group and residential care providers will be given
information regarding emergency preparedness and agency contact requirements as part of their initial certification and two year recertification process.

CAF district and local offices will develop and maintain communication with their local emergency managers. These activities will facilitate effective communication and service delivery between parties and provide valuable information for the improvement and updating of plans.

8. Coordinate with essential partners
The effective coordination with essential community partners is dependant on developing strong ties with team members during normal operations and then being able to effectively maintain those ties during an emergency or disaster. CAF’s essential community partners include foster parents, school staff, law enforcement agencies, counselors, child abuse assessment centers, courts, CASA, the Citizen Review Board, emergency managers, and representatives of various state and federal agencies with whom clients may be involved.

a. Work with emergency management agencies
District and local office managers will be required to have current contact information for their County Emergency Managers as part of their district and local office plans. The District Manager or designee will establish an ongoing relationship with local emergency managers in their district for the purpose of:

- Ensuring that local emergency managers have current contact information for the District Manager or their designee.
- Keeping up to date on how child welfare staff may support local operations during an emergency event (i.e., assisting in shelters, etc.).
- Providing information on the local office and district plans.
- Determining where emergency services are located during a disaster and whether child welfare can provide services in these locations.
- Advocating for the needs of child welfare clients, staff and volunteers in the disaster response plan (e.g., medically fragile children who need equipment or evacuation).
- Advocating for child welfare participation in emergency response drills.
b. Coordinate services with tribes
The CAF Emergency Management Team will coordinate services with the ICWA Manager at the state level. District Managers will coordinate directly with local Indian tribes in their jurisdiction to ensure effective resource application and service delivery.

c. Coordinate with the court
Each district or local office will exchange information regarding disaster planning with county courts to coordinate services and exchange essential information to the court for locating and confirming the safety of all children under state care and supervision.

d. Establish a liaison with federal partners
The DHS Director will appoint a manager to contact Region X and other appropriate federal agencies for information and support during and after the emergency operation. This will allow communication about federal requirements and possible waivers, and information sharing on what is happening on the state and federal level related to the disaster.

e. Identify potential volunteers and their tasks
DHS, CAF administration and the DHS Volunteer Program will help district and local offices identify community resources that may be able to assist them during and after a disaster. Once an organization has been identified the district or local office will be responsible for:

- Identifying what tasks the group can assist with and how they will be deployed during an emergency.
- Ensuring that criminal/background checks are completed, per policy and administrative rule requirements.
- Ensuring that the volunteers are adequately trained.
- Developing an appropriate supervision and communication plan for the volunteers.

9. Develop communication systems
During emergency operations some communication systems may be compromised or even unavailable. Effective and ongoing communication is essential and must be given high priority in planning. DHS and CAF administration provide the following tools and guidelines for district and local offices:
• **Toll-free number.** The emergency 24 hour toll-free number is 1-866-610-2581. This number will be activated by the CAF Assistant Director. All foster parents will be given this number at the time of their initial certification or during their recertification. Foster parents, group, residential care providers and families with children under state supervision and custody will be directed to call this number in the event of a large scale disaster to report their location and the status of the children in their care. Individuals with disabilities will contact the toll-free number utilizing the Oregon Telecommunication Relay Service (OTRS).

• **Internal communication.** Each district and local office will be instructed to utilize an emergency communication network in the event of an emergency or disaster. This communication system will incorporate the use of staff contact lists and the use of cell phones, satellite phones, local radio stations, and public address systems.

• **Website.** The DHS website will be updated with critical information and links to community resources. Web information can also be expanded to include additional languages as needed. Web information will include local offices that are closed, the alternative site for a local office, road closures, contact information and community information regarding resources and services.

• **Prepare for media communication.** Designated central office staff will contact pre-identified media outlets to distribute critical information. Distributed information will include toll-free numbers for clients, foster parents, group, residential care providers and staff and identifying a website where additional information and alternate service locations can be found.

• **Communication technology.** Critical DHS and CAF management staff will have access to phone and communication equipment that will enhance their ability to communicate with key personnel and emergency operation managers. They will receive training and information on the use of these tools as they receive them. These tools may include satellite phones, cell phones, laptops, wireless handheld devices, radio/walkie-talkies and GPS devices.
Each CAF administrative, district and local office must have its own communication plan to include:

- Identifying what lines are available for outgoing calls (while power outages may affect certain phone systems, land lines will often still work with a standard hard wired phone).
- Identifying the equipment or methods they will use to maintain effective communications. This may include the use of satellite phones, cell phones, laptops, instant messaging, e-mails, pagers, cordless hand held devices, media, public address systems, intercom systems, runners and posting messages.
- Identifying communication resources with local emergency managers. (radio frequency use, HAM radio operators).
- Drafting calling scripts to facilitate the collection and distribution of specific information. Make such scripts appropriate for specific functions (such as contacting foster parents, staff, community partners and clients designated emergency contacts).
- Considering how to make information culturally appropriate.
- Considering how to make information accessible for clients with disabilities.

10. Strengthen information systems
DHS maintains multiple statewide automated information systems that contain essential information on children, providers, families and staff. These information systems are accessible from multiple outlets throughout the state, are updated and backed up daily, and copies of the back-up are maintained at different locations, including a location outside the state. DHS is in the process of developing a SACWIS compliant information system that will make critical information more accessible during an emergency response while protecting confidential information. In order to strengthen these vital information systems, DHS/CAF administrative services will:

- **Build on existing plans.** Business continuity plans mandate a regular schedule for maintaining, testing and backing-up state automated systems. These plans are based on best practice recommendations of information systems maintenance standards. Systems are updated with critical information on a daily basis.
- **Store critical information in statewide automated systems.** Critical information includes names, addresses, and phone numbers of providers and families caring for the children in state care and custody. The databases contain medical, educational and legal
information specific to each child as well as employee, payroll and human resource information for all staff. Disaster recovery information, including command structure, essential service guidelines, and communication plans will be maintained in a database.

- **Provide access to automated systems.** Multiple database systems are accessible statewide. Crucial forms and guidelines for their use are available through a database. Plans are in place for reverting to paper systems for specific services as needed.

- **Protect vital records (e.g., off-site back-up, protect computers).** Vital records are backed up daily and stored at separate locations. Computer systems are protected by regular maintenance of both hardware security components and software design and technology. Computer security and antivirus software are updated regularly and staff are given daily updates (as needed) from the Office of Information Services for computer system security and protection.

- **Protect equipment.** Database services and other computer equipment are maintained to industry standards.

- **Access paper records.** Critical paper records, files and documents that cannot be converted to electronic files, must be accessible and protected from environmental hazards, and inappropriate disclosure of confidential information.

- **Coordinate with other essential partners.** CAF administration will require residential and group care facilities to provide central office with essential emergency plan information and updates.

### 11. Prepare staff and contractors

CAF must be able to continue the essential services of CPS and foster home placement immediately following a disaster. In order to effectively do this it is critical to prepare staff and essential partners and group and residential care providers for emergency operations. This preparation will be done in multiple formats.

**Training.** CAF child welfare staff will be trained on their responsibilities during an emergency operation.

- **Personal disaster preparation.** All staff will be given personal and family preparedness information and encouraged to develop an emergency plan for themselves and their families.

- **Office preparedness.** Office safety committees will conduct regular drills, post exit routes, and determine what support might be needed to
support the safety and security of staff and clients who may be in the office during an emergency event.

- **Establish support services for staff.** DHS contracts with an Employee Assistance Program to provide a variety of counseling and assistance programs to staff and their families. Additionally staff have access to counseling and health service providers through their private insurance if they wish to access it.

- **Expectations and support for contracted group and residential care providers.** Contracts will specify that contractors develop, implement and update disaster plans and provide these plans to CAF central office staff.

### 12. Prepare families, providers and youth

CAF will provide foster families, group and residential care providers, and youth receiving ILP transition services with information on how to prepare for an emergency and will maintain essential emergency contact information on foster families, group and residential care providers. This information will be gathered during the initial certification and two year re-certification of foster parents and during contract reviews with group and residential care providers. Items include:

- Where the family, provider or youth would go in an evacuation (identifying 2 possible locations—one nearby and one out of the area).
- Essential phone numbers and other contact information for them.
- The contact information for two people who will know where they are (e.g., out of area relative, friend).
- The essential equipment, supplies and documents they need to have with them if they evacuate, including medication and medical equipment.
- The CAF toll-free emergency contact number that they are to call within 24 hours of the emergency.

Foster parents, group and residential care providers and youth will be instructed to contact CAF within 48 hours of an emergency event (if possible).

### B. Response Activities

DHS and CAF administration will implement emergency protocols to ensure the continuity of services and provide for the physical support and relief of clients, staff, foster families and providers effected by an emergency event.
1. Manage
The DHS Director initiates the CAF Emergency Preparedness and Response Plan by activating the CAF Emergency Management Team. The DHS Director will make specific assignments to various team members to ensure essential operations are maintained and that critical activities are completed, including:

- Assigning a liaison with the State Emergency Coordination Center, who can deploy to the center (if possible) and maintain links with broader emergency management efforts.
- Ensuring media notifications for staff, clients, providers and family members are being provided.
- Coordinating support operations with existing resources
- Establishing communication channels with managers from district and affected local offices.

The CAF Emergency Management Team, DHS administration and district management will meet regularly during the emergency to review service needs to determine the status and needs of districts and local offices.

a. Workload management
If necessary, operations will be established in near proximity to the emergency area (allowing for safety of staff and providers) to facilitate the needs of effected populations. Some support operations (such as making phone contacts) may be assigned to non-effected areas to facilitate effective use of available staff in critical areas. Workload management considerations will include:

- Assessing the availability of child welfare staff, including those affected by the disaster and their locations. A database will be maintained to account for all staff and their status.
- Identifying locations for essential operations.
- Identifying non-essential activities that can be suspended to deploy available staff to critical functions.
- Identifying special waivers that might go into effect during a crisis and communicate those to all parties needing the information.
- Ensuring staff have appropriate training and supervision to carry out critical functions (including those answering calls coming in to the toll-free phone number).
• Rotating local and non-local staff and volunteers as appropriate, to maintain an effective work force.

b. **Assess and respond to clients needs**
Client needs will be prioritized in conjunction with available staffing and resources. Priority will be given to maintaining the critical functions of CPS and foster care placement including:
• Coordinating with other systems that have child and family location information, if needed.
• Locating and verifying the well being of children in the custody of DHS who are placed in out of home care and those children placed with their parents or guardians.
• Maintaining a record to track foster parents, youth and clients who have called in and those who are in unknown circumstances.
• Implementing procedures to authorize, initiate and accomplish evacuation procedures if appropriate.
• Providing additional programs/services to children, youth and families affected by the disaster including trauma services for children, youth and families, assistance for medically fragile children and their caregivers, and more time for service visits.
• Identifying children in the community separated from their families, and providing services to them.
• Relocating services to alternate locations as required by the scale of the disaster.
• Locating Disaster Assistance Centers close to where families and children are and other service providers
• Assuring that services are culturally competent and available in the primary language of the client.

c. **Support Staff**
Staff support will emphasize safety and effective management of resources. All employees must obey all legal authorities regarding traveling and traffic movement during an emergency incident. District Managers should confirm with local emergency operation centers that conditions are safe for staff to return to work or for staff volunteers and foster parents to engage in any critical operations. After assuring their family’s safety, staff will notify management of their work availability. Other staff support will include:
• Allowing staff scheduling flexibility
• Facilitating emergency assistance to staff stranded in the work place during an emergency event.
• Establishing a break area for staff at disaster service centers.

d. Managing volunteers
Available volunteers will be managed and assigned locally and the registration and management of the volunteers will comply with existing Volunteer Program requirements.

2. Communicate
DHS and CAF administration recognize the importance of establishing and maintaining effective communication lines during all phases of an emergency operation. CAF administrative offices will assist District and local offices by:
• Ensuring that the state-wide toll-free number is activated as soon as possible.
• Posting critical information on the DHS website and keeping it updated.
• Implementing the media plan.
• Reviewing communication technology. Establish alternate communication networks to cover for those communication systems that are inoperative or unavailable.

3. Assess information systems
DHS and CAF administration will ensure the availability of statewide database information to district and local offices, emergency operations centers and key service partners to facilitate locating, identifying and serving the children and families affected by an emergency event. A record will be kept verifying the status of children, families and foster families as they are located.

During an emergency operation access to databases will be carefully monitored to ensure availability for critical services as well as the protection of confidential information. Off-site locations with backups of critical information systems will be contacted to ensure timely accessibility to back up systems if needed.
C. Recovery Activities
DHS and CAF administration will continue emergency support services while the event continues to impact the effected area and until normal support services are back in place and while coordination with local, state and federal jurisdictions are still necessary.

1. Manage
The CAF Emergency Management Team will monitor office’s service delivery during and after the disaster event. The information gathered will assist in identifying gaps, barriers, as well as best practices. Items to consider include:

- Assessing the need for new or modified services as a result of the disaster.
- Developing and providing additional programs and services to respond to the needs of staff, providers, children and families affected by the event.
- Providing services to children, youth and families arriving from other states. Making placement homes available to children coming from another site affected by a disaster.
- Continuing to provide services to unaccompanied children and work to reunite them with families.
- Ensuring service delivery is culturally sensitive and competent (e.g., audio messages, telephone hotlines and fliers should use local languages; use bilingual staff when necessary).
- Developing a list of frequently asked questions to help staff answering toll-free numbers to respond to common questions.
- Working with federal partners to explore which federal requirements are still in place and if there are any waivers that might reduce the demands on state staff focused on disaster recovery.
- Establishing a system for communicating with staff the extent and impact of the disaster and the status of agency offices and services. Establishing a consistent source for internal communication will cut down on conflicting messages.
- Continuing support services to help staff deal with the trauma and stress of child welfare work and disaster work.
- Recognizing staff efforts through awards, citations, and/or press coverage.
2. After action review and analysis
DHS and CAF administration team will:
- Hold debriefing sessions with managers, staff, stakeholders and partner agencies.
- Explore/identify what went well and what could be better.
- Update plans based on debriefing sessions.
- Communicate revisions to the plan to staff, community partners, providers and foster families.
- Updating training.

During the debriefing sessions the following critical areas will be reviewed.
- Collaboration with partners
- Effectiveness of contracted services providers
- Service delivery
- Communication networks/plans
- Communication systems/equipment
- Information systems
- Management of staff

III. ATTACHMENTS
A. CAF Central Office and District Manager Contact List
B. Local Emergency Managers
C. District Managers
E. Emergency Preparedness Information for Certified Families