



## **Appendix**

### **(3) Washington State Disaster Plan**

- (A) Emergency Management Plan**
- (B) Continuity of Operations Plan**



**Children's Administration  
Department of Social and Health Services**



# Emergency Management Plan

**State of Washington**

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Department of Social and Health Services  
Children's Administration

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**September 2007**



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## EXECUTIVE SUMMARY

The Washington State Department of Social and Health Services (DSHS), Children's Administration, is committed to ensuring the safety, permanency, and well-being of children under its care and supervision. While challenging during normal operations, it is crucial that, if a disaster or catastrophic event occurs, services continue to be provided to the state's most vulnerable children. Hurricane Katrina raised our attention to the potential devastation of natural disasters and the subsequent challenges in responding to and recovering from this type of event. Aside from the physical property damages and human trauma, thousands of children under state care were missing or not accounted for. In response to Katrina, the U.S. Department of Health & Human Services (HHS), Administration for Children and Families, encouraged states to develop Child Welfare Disaster plans by December 31, 2006. Additionally, Congress passed the **Child and Family Services Improvement Act of 2006 (P.L.) 109-288** requiring states to submit by September 28, 2007, child welfare disaster plans indicating how they will provide continuity of services to children under state care or supervision during a disaster. Specific capabilities must be: (1) defined before a disaster/pandemic occurs; and (2) developed in order for the effective implementation of response and recovery actions in the event of a disaster.

Washington State is vulnerable to a variety of human-made and natural disasters. For example, experts predict that Washington State will at some point face significant damage from an earthquake. A comprehensive emergency preparedness, response, and recovery plan prepares the DSHS Children's Administration to respond to and minimize the impact of the issues that accompany emergencies, crises, and disasters of all types. It can be anticipated that any type of disaster will increase the likelihood of child abuse and neglect. Further, the need for timely and comprehensive responses in the areas of mental health, substance abuse, and post-event trauma will be accentuated.

While an event may be geographically diverse, a major disaster or pandemic will have an agency-wide impact. Preplanning must occur at the local level with support from the broader state-wide community, as local resources will likely be stretched and capacities degraded such that traditional support to children may be limited at best. Children's Administration emergency management planning is a reflection of the garnering and mobilization of support agencies and resources which can help connect families to communities and services during a disaster.

Preplanning is essential in the integration of services and related components commensurate with the needs dictated by the event. While this effort will require a comprehensive array of services such as mental health, substance abuse, and other related health and medical support, the Children's Administration will navigate the incident-generated barriers to assist in connecting families to services to meet even the basic needs of food, shelter, clothing, and emotional crisis support. Additionally, there may be a need to place children through emergency licensing or with relatives, friends, or neighbors, both within and out of state.

Post-event preplanning is essential, as recovery from an event itself will likely have a lingering clinical effect (secondary trauma) on victims which in many instances may be more acute than the actual event, as experienced in the aftermath of Katrina.

This document outlines the Children's Administration preparedness, response, and recovery plan to sustain vital services, and the ongoing mission, values, and goals of the

agency regarding the protection of vulnerable children under State and Tribal supervision. Children's Administration has defined its vital services as Child Protective Services, Medically Fragile Children, and Child and Family Welfare Services.

The plan describes a three-phase sequence of staging through (1) pre-incident assessment, mitigation, and planning, (2) incident response, and (3) recovery. The plan describes the development of an Incident Command System (ICS), Emergency Planning and Response Teams (EPRTs), emergency level assessment, and communication strategies. It illustrates vital services, key resources, hazards, and vulnerabilities. It describes a mitigation process, identifies alternate response systems and processes, essential staff resources and supplies, equipment or services, interagency or community coordination, as well as planning for staff and caregiver training. The plan accentuates the need for informational and messaging systems, use of media products, brochures, fact sheets, and websites directing families, caregivers, and providers where to go for critical information, services, and support, and what they can expect from the Children's Administration during a disaster of any type.

The Children's Administration Emergency Management Plan provides guidance and tools to worksites for developing plans to mitigate the impacts prior to, during, and after a disaster. All emergency plans are developed to provide for the health and safety of staff and clients while protecting agency assets.

The plan enables the Children's Administration to assure continuity of planning, response, and recovery activities for worksites and programs. The plan responds to the Child and Family Services Improvement Act of 2006 that requires states to have in place procedures providing for how they would respond to a disaster, including the following:

- (A) Identify, locate, and continue availability of services for children under State care or supervision who are displaced or adversely affected by a disaster.
- (B) Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases.
- (C) Remain in communication with case workers and other essential child welfare personnel who are displaced because of a disaster.
- (D) Preserve essential program records.
- (E) Coordinate services and share information with other States.

The Children's Administration is coordinating efforts in support of, and in combination with, the Department of Social and Health Services (DSHS), the state's Comprehensive Emergency Management Plan (CEMP), and the DSHS Emergency Management Advisory Committee (EMAC) which provides the framework and guidance for statewide mitigation, preparedness, response, and recovery activities. It is intended to provide a foundational framework for standardizing plans statewide, and to facilitate coordination between local, state, and federal governments.

This Plan has been developed within the requirements specified by the Homeland Security Presidential Directive (HSPD)-5, the Governor's Office, DSHS Executive Leadership Emergency Support Team (EST), the DSHS Emergency Management Advisory Committee (EMAC), and the Washington State Emergency Management Division (EMD). Planning uses the DSHS Emergency All-Hazards Planning Manual which is composed of three parts, the DSHS Comprehensive Emergency Management Plan (CEMP), a Planning Steps table, and a Field Guide including a list of acronyms and

glossary. These planning guides are available on a DSHS SharePoint website <http://dshswboly2012c/em/default.aspx> and are used to develop agency worksite and program emergency plans.

This Plan assures that strategies are developed in compliance with the Federal Homeland Security National Incident Management System (NIMS) requirements, using the Incident Command System (ICS) model.

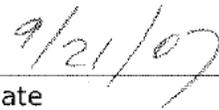
The overall goals of the Plan are to mitigate the effects of a disaster and maintain continuity of vital service delivery through the recovery phase. However, infrastructure disruptions may not be entirely eliminated and all contingencies may not be accounted for. Post-event evaluation will be critical to recognizing and using lessons learned in developing best practices to better prepare for the next disaster or pandemic. Effective leadership is critical to achieving an effective recovery from a disaster event. It is incumbent upon the agency leadership to remain vigilant, knowledgeable, and purposeful in developing, and maintaining disaster response plans to effectively respond to unanticipated crises and safeguard vulnerable populations.

This and all subsequent plans developed will be considered living documents that will be reviewed annually, and modified to reflect improvements in technology and emerging best practices. Improvements to this plan will be accomplished through training, exercises, drills, and learning from emergency events.

### STATEMENT OF APPROVAL

The Department of Social and Health Services (DSHS), Children's Administration (CA) Emergency Management Plan has been developed in collaboration with the DSHS Emergency Management Advisory Committee (EMAC), the Children's Administration Leadership Team, Headquarters and Regional Safety and Building Committees, and community partners, providers, and stakeholders. This plan has been reviewed and approved by the Assistant Secretary of Children's Administration.

  
Assistant Secretary, Children's Administration

  
Date



## **I. INTRODUCTION**

### **A. Mission**

Minimize the impact of emergencies and disasters on the children and youth under state and Tribal care or supervision by maintaining continuity of vital services as close to established timelines as is possible during a disaster or pandemic event to sustain the agency goals of safety, permanency, and child and family well-being.

Minimize the impact of emergencies and disasters on agency employees by providing ongoing monitoring and support, and to assure and sustain deployment of an adequate workforce to continue the agency work within affected areas.

### **B. Purpose**

Ensure that emergency management planning, processes, and responsibilities are in place to assist continuity of services regarding mitigation, preparedness, response, and recovery activities during any disaster or pandemic event. As mandated in the U.S. Senate Child and Family Services Improvement Act of 2006 (P.L.) 109-288, during a disaster, state child welfare agencies must have the capacity to:

1. Identify, locate, and continue availability of services for children under State care or supervision who are displaced or adversely affected by a disaster.
2. Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases.
3. Remain in communication with case workers and other essential child welfare personnel who are displaced because of a disaster.
4. Preserve essential program records.
5. Coordinate services and share information with other States.

### **C. Scope**

This plan considers the emergencies and disasters likely to occur as described in the Washington State Hazard Identification and Vulnerability Assessment (HIVA) and describes:

1. Functions and activities necessary to implement the four phases of emergency management: mitigation, preparedness, response, and recovery.
2. Responsibilities in relation to federal disaster assistance programs under Public Law 93-288, as amended, chapter RCW 38.52, and other applicable laws.
3. Use of staff, clients, government assets, private sector, and volunteer resources.

4. The programs, offices, and facilities that may be impacted.

***D. Organization***

Emergency management within the Children's Administration (CA) is organized as outlined below and operates with two distinct roles for carrying out emergency management activities under Chapter 38.52—Emergency Management.

1. Direct activities for Children's Administration emergency planning and response.
  - a) Classification systems
    - (1) Levels of event
    - (2) Plan development and response  
DSHS All Hazards Planning Requirements Manual and supporting documentation outlines emergency planning steps for the development and implementation of worksite hazards plans.
  - b) Command Structure
    - (1) Levels of authority
    - (2) Roles and responsibilities
    - (3) Resource allocation
    - (4) Establishment of the Emergency Operations Center (EOC)
  - c) Communication systems
    - (1) Local
    - (2) Regional
    - (3) CA Headquarters
    - (4) External to DSHS
  - d) Partner interface

Regions and offices coordinate with Tribes, recognized Indian organizations, stakeholders, and other agencies that support or are impacted by our plan.
  - e) Training and exercise
2. Direct activities in support of the State of Washington Comprehensive Emergency Management Plan (CEMP).

Through the Department of Social and Health Services (DSHS), the Assistant Secretary, Children's Administration, or designee, will support the State of

Washington Comprehensive Emergency Management Plan (CEMP) through identified Emergency Support Functions (ESFs), and the state Homeland Security Plan (Objective 6.1.2). These plans identify sources for direct assistance and operational support that the state and local jurisdictions may need in order to implement hazard mitigation and preparedness, or respond and recover from an emergency or disaster. The state CEMP consists of ESFs that DSHS supports: EFS 6—Mass Care, ESF 8—Health and Medical Services, ESF 11—Food and Water, ESF 21—Recovery, and ESF 24—Evacuation and Movement. (See DSHS CEMP Section V for ESF descriptions.)

In the event that local and statewide Children's Administration resources are overwhelmed during an emergency or disaster, the Assistant Secretary, or designee, can request support through the DSHS Emergency Operation Center State Liaison Officer to the Emergency Management Division (EMD) of the Military Department.

Overall state responsibilities for emergency management functions to mitigate, prepare for, respond to, and recover from emergencies and disasters resulting from natural and technological hazards rests with the EMD.

## II. POLICIES

### A. *Authorities*

This plan is developed, authorized, and maintained according to the following state and federal statutes and regulations:

1. Code of Federal Regulations Title 44, Part 205 and 205.16.
2. Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act.
3. Public Law 920 Federal Civil Defense Act of 1950, as amended.
4. Chapter 38.08, RCW, Powers and Duties of Governor.
5. Chapter 38.12 RCW, Militia Officers.
6. Chapter 38.52 RCW Emergency Management.
7. Chapter 43.06 RCW, Governor's Emergency Powers.
8. Title 118, WAC, Military Department, Emergency Management.
9. The Child and Family Services Improvement Act of 2006, (P.L.) 109-288, dated September 20, 2006.

### ***B. Assignment of Responsibilities***

1. This plan presents the responsibilities of the Children's Administration for providing guidance and tools to facilities and worksites for developing plans that will minimize impacts prior to, during, and after a disaster (Appendix A: Emergency Planning Checklist).
2. The Children's Administration will support the DSHS Emergency Support Functions (ESFs) in directing assistance and operational support that the state and local jurisdictions may need in order to establish mitigation, preparedness, response, and recovery activities.

### ***C. Limitations***

The Children's Administration goal is to mitigate and prepare for the consequences of hazards and to respond and recover in the event of an emergency or disaster. However, the Children's Administration resources and systems may become overwhelmed in the event of a major incident and not all contingencies may be anticipated nor mitigated throughout any phase of planning and operations. Post-event critique and lessons learned will assist in better preparation for the next event.

## **III. SITUATION**

### ***A. Emergency/Disaster Conditions and Hazards***

1. Emergencies or disasters can occur causing human suffering, injury, death, property damage, environmental degradation, loss of essential services, economic hardship, and disruption to state, local, and Tribal governments.
2. DSHS, and subsequently Children's Administration, will use three tools to identify information on the natural and technological (human-caused) hazards throughout the state (Appendix B: Hazard Identification).
  - a) The Washington State Hazard Identification and Vulnerability Assessment (HIVA). The HIVA assesses the state's vulnerability to hazards and provides a methodology for analyzing hazards.
  - b) The DSHS Agency Annex for the 2003 Washington State Hazard Mitigation Plan identifies by county the possible hazards.
  - c) The DSHS Hazard and Risk Vulnerability Self Assessment which allows site self-assessment for probable hazards.
3. Washington State is vulnerable to the natural hazards of avalanche, drought, earthquake, flood, landslide, severe storm, tsunami, volcano, and wild land fires.
4. Washington State is vulnerable to many human-caused hazards associated with abandoned underground mines, chemicals, civil disturbances, dam

failures, hazardous materials, pipelines, radiological releases, terrorism, transportation incidents, and urban fires.

**B. Planning Assumptions**

1. 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.
2. DSHS and Children's Administration may be unable to satisfy all emergency resource requests during a major emergency or disaster.
3. Children's Administration worksites may need to provide their own resources for the first three days of an emergency or disaster. Evidence has shown that seven to fourteen days may be more realistic.
4. Children's Administration will comply with the intent of Chapter 38.52 RCW and Title 118 WAC.
5. Children's Administration will have its own comprehensive emergency management program that enables it to:
  - a) Determine vital services and establish procedures for continuity of service delivery.
  - b) Support the specific needs of facilities or worksites by ensuring the health and safety of staff, clients, visitors, and agency assets.
  - c) Support local jurisdiction responders.
  - d) Support the DSHS and state emergency management missions.
  - e) Establish a communication chain within the Children's Administration Leadership Team and local emergency partners.
  - f) Communicate through DSHS with the state Emergency Operations Center.
  - g) Provide situation reports to convey damage assessment and ability to accomplish its functional role during an emergency or disaster.
  - h) Develop and implement policies that reduce the effects of an emergency or disaster.
  - i) Preserve essential records both electronic and documentary.
6. Contracted providers, both public and private, Tribes, and recognized Indian organizations will develop and coordinate with Children's Administration their own agency or facility disaster response and recovery plans, including identification of, and resources for, providing services to medically fragile or special needs children and youth who receive their services.

7. For catastrophic incidents with community social and economic consequences, federal assistance may be available for disaster response and recovery operations under the provisions of the National Response plan (NRP). Children's Administration will coordinate with the DSHS Emergency Support Team, local county Emergency Operation Centers, local emergency management partners, Department of Health (DOH), Emergency Management Division, and others to develop the application for Federal assistance.

#### **IV. CONCEPT OF OPERATIONS**

##### ***A. Management of Emergencies***

The DSHS Secretary is responsible to the Governor for carrying out the emergency management program for the department. The Secretary, or designee, shall coordinate the activities with DSHS for emergency management within the department, and shall maintain liaison with and cooperate with emergency management agencies, organizations of other states, and the federal government.

The Assistant Secretary for Children's Administration, or designee, is responsible for high level emergency management and coordination with the DSHS Secretary. The Assistant Secretary for Children's Administration, or designee, is responsible for coordinating with the DSHS Emergency Support Team (EST) for determining the level of emergency response and recovery activities required during a disaster or pandemic event, and whether or not to activate the Children's Administration Emergency Operations Center (EOC). The Assistant Secretary for the Children's Administration, or designee, will communicate critical information from the DSHS EST to the field through the Children's Administration Division Directors who will communicate with their Emergency Planning and Response Teams (EPRTs) supporting the field staff. The Regional EPRTs, when activated, will coordinate with the designated Regional Administrators, or designees. Each level supports the next lower level.

The Assistant Secretary for Children's Administration, or designee, will coordinate with the DSHS EST and the Public Information Officer (PIO) regarding all public information activities during a disaster or pandemic event. Designated individuals will gather accurate disaster information and promptly inform management, internal and external customers, employees, and the public using appropriate communication channels. These are the only authorized personnel allowed to grant interviews and answer questions from the press and public in an emergency or disaster situation. These individuals will provide accurate, essential, and timely information to thwart the spread of rumors, misinformation, and adverse publicity.

The Assistant Secretary, or designee, is responsible for initiating such actions in the event that a catastrophic event disables headquarters operations on the coast (Olympia), and directs the transfer of Children's Administration central command to an alternate site during the initial stages of the event and until headquarters can reestablish operational control and resumption of business operations.

1. Direction and Control

Direction and control provides supervision, authority, coordination, and cooperation of emergency management activities to ensure the continued operation and delivery of vital services during emergencies.

It is anticipated that the Incident Command System (ICS) will occur at the lowest level sufficient to meet the demands of a specific event. For example, a local event may only require a minimal level of response and recovery support. The severity and scope of the incident will determine the level of support required. Consequently, implementing response and recovery procedures may occur at various levels, i.e., unit, office, regional, or agency-wide.

2. Command Model

Overall responsibility for the Children's Administration Incident Command System (ICS) rests with the Assistant Secretary for Children's Administration, or designee. While overall planning, control, and event analysis will occur at the Assistant Secretary level, Division Directors, or their respective designees, Regional Administrators, Deputy Regional Administrators, Area Administrators, and office supervisors assume responsibility at their assigned levels.

Within the Incident Command System (ICS) structure, the Divisions and Regional offices each identify members to serve on their respective Emergency Planning and Response Teams (EPRTs). These identified individuals will be the first line support to an affected office or area to assist in response and recovery operations.

Division Directors areas of responsibility include:

a) Technology Services (CATS)

- (1) Authorizes technical assistance to affected areas to implement communications recovery strategies and procedures to minimize loss of client data and maintain access to client data by field social workers to ensure the safety, permanency, and well-being of children and youth under state care or supervision.
- (2) Authorizes access to redundant systems and the acquisition, distribution, and maintenance of information technology and voice communications equipment and systems.
- (3) Authorizes impact expenditure decisions and reports recovery progress through the CA leadership structure.

b) Finance and Operations Support (FOSD)

- (1) Ensures immediate emergency financial response to a disaster-affected area to support recovery operations. It is responsible for the budgetary, funding, and acquisition processes to safeguard placements through a continuous flow of payments to foster homes, caregivers, institutions, service providers, and vendors within affected areas.
- (2) Directs the Division EPRT team to acquire available funds from the appropriate sources, works with DSHS and Regional Business Managers to expedite acquisition of necessary recovery resources, and oversees financial transactions during recovery. The response and recovery team also works with DSHS to recover accounting and payroll functions in the event a disaster affects central operations and maintains service continuity for contracts administration.
- (3) Communicates any fiscal or policy barriers to continuity of operations to the CA Assistant Secretary, or designee, and requests DSHS personnel administration support through the DSHS Emergency Support Team (EST), who coordinates with the DSHS Human Resources Division (HRD) and the Department of Personnel (DOP). The Division works with DSHS contracts, regional human resource personnel, and the union to maintain continuous human resource support to ensure an adequate workforce within an affected area, and continued compensation/benefits for staff. It coordinates human resource activities, resolves issues, and determines status of personnel adversely affected by the event, including arrangements for stress management resources, counseling, guidance, and support
- (4) Coordinates with DSHS to review leave policies and waiver processes for absenteeism caused by a disaster, i.e., suspending reporting of leave for staff and relaxing leave requirements, and reviews administrative policies for working from home.
- (5) Facilitates the Division EPRT team to assist regional human resource staff in the preparation of insurance claims for injuries, assembles and distributes team activity documentation, reports, and information, and assists with disaster related notifications. It assists agency response and recovery teams in making travel arrangements to alternate operational sites for disaster recovery support in affected areas.
- (6) Directs the Division EPRT team to work with Leased Facilities, who has the overall responsibility for moving tenant agencies to alternative worksites should evacuation become imminent. It is responsible for moving CA staff to the recovery facility and arranging for installation of office equipment. As part of the recovery process, the Division is responsible for inventorying equipment post-disaster and salvaging or repairing equipment for use as a part of full business restoration. The Division EPRT team will coordinate with the OB-2 building safety committee (the local office building safety committees in the regions) and the DSHS EPRT teams should building evacuation be necessary. It is their responsibility to account for all agency personnel and visitors who were present in the building and for the securing the premises.

The disaster may require working with local emergency response authorities and establishing security in alternate and restored worksites.

- (7) Assists the Division EPRT in coordinating and executing recovery and resumption of critical business operations.
- (8) Coordinates with Division staff to develop and implement a cost tracking system for disaster/event-related expenses. This may include developing a system for managing donated funds during an emergency episode.
- (9) Ensures that a system is in place to track incident-related costs, personnel records, and requisitions for resources and services that would be subject to federal reimbursement.

c) Program and Practice Improvement (P&PI)

- (1) Provides oversight for the delivery of emergency field policy components where policies or procedures may be adversely impacted by a disaster.
- (2) Advises the CA Assistant Secretary, or designee, regarding proposed emergency policy implementation, impacts, or suspensions.
- (3) Ensures training programs are available for new staff and retraining/cross training of existing staff during a disaster, if needed.
- (4) Demonstrates the ability to respond to identified hazards based on existing resources.
- (5) Pre-identifies emergency practice directive recommendations regarding implementation impacts or suspensions during a disaster.
- (6) Ensures that emergency preparedness planning is incorporated into the new employee orientation curriculum, as well as schedules annual all-staff training on the administration's emergency management plan.

d) Field Operations (FO)

- (1) Implements procedures for the Division EPRT to support continuity of service delivery to reduce the effects of an emergency or disaster, and authorizes emergency service expenditures to an affected area(s).
- (2) Prioritizes key decisions regarding the safety, permanency, and well-being of all children and youth under state care or supervision.
- (3) Prioritizes services and services requirements based on workforce availability; includes activating and staffing the Children's Administration emergency call center(s) when appropriate.
- (4) Monitors and provides updates to the CA Assistant Secretary, or designee, regarding the ongoing well-being of staff.

- (5) Coordinates the use of Regional Medical Consultants to support affected areas, to provide emergency medical triage, consultation, shared decision-making, and to meet the medical needs for children under state care.
- (6) Ensures ongoing coordination with Tribal and recognized Indian organizations to provide continuity of services to Native American children during a disaster.
- (7) Assigns staff to support specific program areas and provide essential information, coordinate services, and offer training where indicated.
- (8) Coordinates with the Division Director, or designee, from the Division of Finance and Operations Support to provide assistance to staff traumatized by and during an event. This could be a formal referral to Employee Assistance Services (EAS), and may be enhanced by deploying the Children's Administration Critical Incident Response Protocol managed in the Field Operations Division and contracted (and possibly non-contracted) professional incident de-briefers. Should a catastrophic event occur, these systems may not be sufficient to meet the needs of staff in affected areas or in the early stages of recovery. The Division Director, or designee, will make available to staff the resources available at the time.
- (9) Ensures the necessary protocols are in place to communicate with foster homes and contracted providers in preparation for and in response to an emergency event. Likewise, the Division Director, or designee, will ensure that minimum licensing and WAC (Washington Administrative Code) requirements for foster homes and staffed residential homes/facilities include requirements for emergency preparedness planning and provision.

### 3. Incident Command System (ICS) Response

An incident command team responds to and manages an incident at the site where the incident occurred (facility/office/area). Incident command teams differ from Emergency Planning and Response Teams (EPRTs) who work to support specific functional areas. The number of ICS staff needed to respond to an emergency will depend on the size and seriousness of the incident. Very small incidents may not need an ICS established. Large disasters could require multiple ICS teams responding to a single site including the local ICS, a regional or headquarters ICS, and even an ICS from the community such as fire or police responders. ICS teams within CA are as follows:

#### a) Local Incident Command (IC) Team

At the regional level, this function is the responsibility of the Regional Administrator, Deputy Regional Administrator, or designee, to direct and assign individuals to ensure that continuity of business operations occurs to maintain vital services. The Regional Administrator, or designee, will provide direct oversight for coordination activities with local agencies and resources that may assist.

b) Program or Support Services Incident Command Teams

These teams manage the service delivery (or business operations). They generally do not originate from the site where the incident occurred. They may operate remotely from the affected site or they may travel to the affected site. The responsibility for leading and controlling the activities of these teams rests with the Division Directors, unless otherwise directed.

c) DSHS Regional Emergency Support Team (EST)

Each region establishes a team consisting of staff representatives from the DSHS Administrations with field staff (Health and Recovery Services, Aging and Disability Services, Juvenile Rehabilitation, Economic Services, Children's). Regional teams generally function only during certain major or catastrophic incidents. Their role is to support Local Incident Command Teams and provide command coordination between the local teams and headquarters teams. Regional ESTs can be designated as an alternate to the Headquarters EST, or provide cross-regional coverage in the event of a major disaster disabling a Region or Headquarters EST.

d) DSHS Headquarters Emergency Support Team (EST)

The Headquarters EST will function only during certain major or catastrophic incidents. Their role is to support Regional and Local Incident Command teams. However, they could be designated as the primary command in a large scale incident. In a catastrophic emergency, the Headquarters team will coordinate with other state agencies and the federal government. In this situation, primary command could shift to another agency, such as the Emergency Management Division (EMD) within the Military Department.

4. Command Implementation

a) For minor incidents or emergencies, the administration of the site or program may choose to deal with the incident directly or delegate this responsibility locally. This may not require the activation of the ICS or EPRTs. For certain major or catastrophic incidents, an administration establishes an Incident Command Team and structure using the Incident Command System (ICS) model. Not all ICS sections need to be established during an emergency incident. The Incident Commander (IC) establishes the need and team membership. This may vary depending on the size and severity of the incident.

b) There is no correlation between one's rank or position within Children's Administration and the role assigned within the ICS structure. For example, an Office Supervisor or the Regional Administrator may not have experience in emergency operations and may choose to delegate the position of Incident Commander (IC) to the Safety Officer during an actual disaster event. Often, the first person on the scene assumes the role of the IC until relieved by someone with that designated role.

5. Emergency Operations Center (EOC)

- a) A Children's Administration Emergency Operations Center is established to support the command team in coordinating emergency response activities. It is generally activated only for a large scale incident that requires more complex management or coordination. It may be a temporary facility at the site of the event or can be at a remote location.
- b) In the event that conditions require a CA Headquarters EOC, it will be located at Office Building 2 (OB-2), 1115 Washington St. SE, Olympia, Washington. If OB-2 is not functioning, the location of the alternate EOC is determined as conditions dictate, including a possible temporary structure in the gravel parking lot at 14th and Jefferson, Olympia, Washington.
- c) The State EOC establishes response and recovery support for statewide emergency priorities. Priorities are determined by the extent, size, duration, and complexity of the emergency or disaster, and the availability of resources.
- d) The State EOC generally is activated for an incident at the state level or upon request. DSHS can request assistance through the state EOC when public, private, mutual aid, and inter-local agreement resources are depleted, or at the request of the DSHS Secretary. Similarly, the CA Assistant Secretary, or designee, can request support through the DSHS EOC and Emergency Support Team.

6. Intra-agency Coordination

- a) Emergency response activities are initiated whenever conditions exist in which normal operations cannot be performed and immediate action is required to: save and protect lives, health, or welfare of clients, staff, and the public; prevent damage to the environment or physical assets; provide vital services.
- b) The first steps in an emergency are to declare that there truly is an emergency and to determine the level of the emergency which then guides what type of response is required.
- c) Emergencies are classified as follows:
  - (1) Level 1 (Minor): Limited-scope incident that is typically managed "at-site" with local site resources. Notification and reporting is through normal channels.
  - (2) Level 2 (Major): Larger in scope and more severe in actual or potential effects than a Level 1 (Minor). The response may be "at-site" with local on-site resources, but restoration may require coordination with external resources. Response coordination may involve two or more Administrations (in co-located facilities).
  - (3) Level 3 (Catastrophic): Large scope and severe in actual or potential for significant casualties, widespread property damage, or total

disruption of vital services at the site. Response or restoration exceeds the capability of local on-site resources. This may require coordination with or actual command by local or state emergency management personnel.

- d) Operational direction and control of emergency management response and recovery activities within DSHS and CA is conducted by the agencies' on-scene incident commander(s).

#### 7. Interagency Coordination

- a) The DSHS Secretary, or designee, coordinates agency activities with regard to emergency support function responsibilities, and cooperates with other state and federal emergency management organizations.
- b) DSHS appoints a primary and alternate State Agency Emergency/Disaster Liaison Coordinator to coordinate department emergency management activities in the state Emergency Operations Center.
- c) Similarly, CA will staff its EOC at the direction of the DSHS Secretary and in conjunction with the Liaison Coordinator described above.

### **B. Plan Components**

These components help define the problem, minimize the impacts, and prepare us to respond and recover from those impacts that are not preventable.

#### 1. Planning

Planning in an integrated emergency management approach involves hazard identification, risk assessment, and vulnerability analysis. It is setting priorities and moving toward reducing potential impact of the worst hazards.

- a) Identification and prioritization of vital services. Children's Administration has defined its vital services as being Child Protective Services, Medically Fragile Children, and Child and Family Welfare Services (Appendix C: Vital Service Assessment).
- b) Hazard identification and risk mitigation which includes identifying the types of hazards, likelihood of occurrence, location, impact, and strength.
- c) Risk assessment is the measure of the probability that damage to life, property, economy, and environment will occur if a hazard materializes. Vulnerability describes exposure to a threat. The distinction between risk and vulnerability is important. Vulnerability is a measure of what and how much we stand to lose. The vulnerability analysis identifies and quantifies what is susceptible to damage.
- d) This leads to mitigation and prevention strategies, which are the core functions that support all preparedness, response, and recovery activities.

### ***C. Mitigation Activities***

Mitigation is any action that reduces or eliminates long-term risk to people, property, environment, and the economy from natural and technological or man-made hazards. If mitigating a hazard is not possible, then we must be ready to prepare, respond, and recover.

1. Develop Hazard and Risk Vulnerability Self Assessment.
2. Conduct structural and non-structural hazard analysis of facilities and worksites to identify and mitigate hazardous conditions.
3. Work with building safety committees to create strategies and plans to implement mitigation activities.

### ***D. Preparedness Activities***

This includes the development of operational procedures and processes and the identification and acquisition of resources to assist with emergency response.

1. Identify roles and responsibilities and lines of authority, documented for the operational procedures.
2. Conduct at least annual preparedness training, education, and plan maintenance to validate emergency plans and procedures.
3. Identify the key resources essential for implementation of prioritized vital services, for health and safety, and other essential facility operations. This includes but is not be limited to staff, equipment, supplies, facilities, critical business functions and operations, and materials for family safety.
4. Develop a resource inventory and keep it current.
5. Implement procedures to document and report emergency or disaster-related expenditures to qualify for insurance, state, or federal reimbursement.

### ***E. Response Activities***

Children's Administration worksites and programs establish response strategies and actions to be taken immediately before, during, or after an emergency occurs to save lives, minimize damage to property and the environment, and enhance the response effectiveness in disaster recovery and business resumption. This includes state Emergency Support Functions, if requested.

1. Notification and Activation
  - a) Process emergency calls and information.
  - b) Activate emergency operations procedures (Appendix D: Emergency Notification).

- c) Notify personnel who have response duties.
  - d) Mobilize or demobilize services.
  - e) Maintain vital services.
2. Communications
- a) Implement communications procedures, including data and voice, in support of emergency operations (Appendix E: Emergency Communications).
  - b) Provide situation reports and damage assessments to the Emergency Operations Center.
3. Public Information
- Activate procedures to disseminate and respond to requests for disaster information involving the agency, employees, responders, the public, and the media.
4. Evacuation and Sheltering in Place
- Implement procedures to authorize, initiate, and accomplish evacuation or sheltering in place.
5. Personnel Identification and Accountability
- a) Control access to the area affected by the emergency or disaster.
  - b) Identify personnel engaged in activities at the incident.
  - c) Account for personnel engaged in incident activities.

### ***F. Recovery Activities***

The Children's Administration implements comprehensive disaster recovery and business resumption strategies and activities to return vital systems to no less than minimum operating standards, tiered commensurate with the level of emergency, using the following as guidelines:

- 1. The short-term target is 72 hours.
- 2. The long-term target activities are designed to return life and business operations to normal or improved levels.
- 3. A business impact analysis establishes short and long-term recovery goals and objectives. These goals and objectives should address the following:
  - a) Health and safety of employees and clients.
  - b) Continuity of operations and services.
  - c) Recovery of essential records.
  - d) Environmental impact of disaster.

- e) Mitigation goals and activities.
  - f) Economic impact.
  - g) Regulatory and contractual requirements.
  - h) Interagency events that require DSHS assistance in implementing, managing Emergency Support Function (ESF) responsibilities as part of ESF 21—Recovery and Restoration, and/or responsibilities pertaining to the Washington State Recovery and Restoration Task Force (RRTF).
4. Management of recovery goals will consider:
- a) Strategic planning, which includes budgeting for structural and non-structural repairs and mitigation.
  - b) Managing and coordinating recovery activities.
  - c) Managing fiscal operations and recovery funding.
  - d) Managing volunteer, contractual, mutual aid, and agency resources.
  - e) Implementing mitigation goals and activities.
  - f) Reunifying personnel.
  - g) Organizing and staffing for business continuity and the delivery of vital services.
  - h) Restoring and salvaging.

#### ***G. Post-Disaster Situation Evaluation Analysis***

Children's Administration will conduct a post-disaster situation analysis and an after-action report to review and determine the effectiveness of established operating procedures, assigned tasks, and responsibilities.

### **V. RESPONSIBILITIES**

While the Division Directors have specific responsibilities in their respective areas, all Children's Administration employees are responsible for participating in emergency management planning and execution.

#### ***A. CA Employee Responsibilities***

- 1. Assistant Secretary
  - a) Demonstrate commitment, leadership, and direction of the planning objectives.
  - b) Provide leadership for the development and implementation of emergency management through collaboration and coordination with all administrations.

- c) Communicate project status to the Executive Leadership Team through updates during future program reviews and meetings as appropriate.
- d) Provide timely decisions.
- e) Member of the DSHS Emergency Support Team (EST).
- f) Ensure coordination of planning with Tribal and recognized Indian organizations.
- g) Designate individuals to assume leadership functions during an emergency or event.
- h) Identify additional individuals in the event the primary and alternate people are not able to report for assignment.
- i) Define the roles and responsibilities of those given the authority to assume leadership positions.
- j) Train these individuals on how to perform in their assigned roles.
- k) Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

## 2. Emergency Management Planning Manager

- a) Develop and maintain automated records management for plans and reference materials (emergency management documents).
- b) Demonstrate commitment, leadership, and direction of the planning objectives.
- c) Provide leadership for the development and implementation of emergency management planning and updating of plans.
- d) Provide emergency or disaster planning guidance and direction to the CA Assistant Secretary, or designee.
- e) Provide timely emergency related decisions.
- f) Assure that disaster related training occurs on a regular basis and hold leadership accountable for this.
- g) Staff member to Emergency Operations Center (EOC).
- h) Represent CA on the DSHS Emergency Management Advisory Committee (EMAC).
- i) Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

## 3. Leadership Team

- a) Identify and prioritize vital services.

- b) Provide commitment, leadership, and direction for development of emergency management plans.
  - c) Develop system for resource allocation to support plan development, training and testing, and response and recovery activities.
  - d) Assure completion of and access to facility, worksite, and program plans for the headquarters command team.
  - e) Participate in headquarters command team activities.
  - f) Provide status reports and data on events.
  - g) Coordinate with stakeholder groups.
  - h) Assure regular training and exercising of plan.
  - i) Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>
4. Regional Administrators
- a) Assure completion of and access to facility, worksite, and program plans for the regional command team.
  - b) Participate in regional command team activities.
  - c) Provide headquarters command team back-up.
  - d) Plan to support employees.
  - e) Coordinate planning with contracted providers, caregivers, Tribal, and recognized Indian organizations.
  - f) Coordinate with stakeholder groups.
  - g) Assure regular training and exercising of plan.
  - h) Ensure social workers are current with client data in SACWIS.
  - i) Provide status reports and data on events.
  - j) Inform headquarters as soon as possible regarding any decisions made at the field/local levels associated with events, such as a bomb threat, where evacuation or closure of a worksite occurs.
  - k) Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>
5. Supervisory and Management
- a) Assure a safe working environment for employees and clients.
  - b) Contact supervisors regarding the status of employees.
  - c) Assure operational efficiencies and protection of state assets.

- d) Assure implementation or support implementation of vital services.
- e) Train employees in emergency management plan components.
- f) Inform employees about current conditions.
- g) Provide direction for necessary actions.
- h) Implement continuity of operations plan.
- i) Coordinate activities through supervisor/manager.
- j) Make the Employee Assistance Program available to staff who could benefit.
- k) Ensure that social workers are current with client data in SACWIS.
- l) Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

6. Emergency Planning and Response Team

- a) Plan and implement an emergency management plan that:
  - (1) Provides a safe working environment for staff and clients.
  - (2) Protects state assets.
  - (3) Maintains vital service delivery.
  - (4) Trains staff in emergency management plan components.
- b) Direct participation in emergency response service delivery.
- c) Provide status reports and data on event.
- d) Learn emergency management concepts and practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

7. All Employees

- a) Personal preparedness.
  - (1) Home and family
  - (2) Office
- b) Assist in the maintenance of a safe working environment.
- c) Maintain communication with supervisor about personal status and ability to work, or location if not able to report to work.
- d) Implement any assigned emergency planning and implementation role; participate in emergency management activities.
- e) Be available to support other units or activities.
- f) Implement or support implementation of vital services.

- g) Maintain operational efficiencies and protection of state assets.
  - h) Ensure client data and personal contact information is continually up to date.
8. Building Administration/Safety Committees
- a) Identify requirements for an emergency management plan.
  - b) Identify any needed specialized support plan that your service area should provide.
  - c) Assure development of required plan(s).
  - d) Assure accessibility of required plan(s).
  - e) Assure training of staff assigned to worksite or program.
  - f) Provide status reports and data on events.
  - g) Coordinate with stakeholder groups.
  - h) Assure regular training and exercising of plan.
9. Incident Command Team
- a) Demonstrate commitment, leadership, and direction of the planning objectives.
  - b) Review and provide feedback on information and materials provided.
  - c) Responsible for revision, new development, and updating of their facility, worksite, or program Emergency Management Plans.
  - d) Implement any assigned emergency planning and implementation role; participate in emergency management activities.
  - e) Implement facilities/worksite or program emergency plans, as needed.
  - f) Assist in the implementation of the CA Emergency Management Plan, as needed.

***B. Other Agency Responsibilities***

DSHS and other participating agencies are included in the Washington State Comprehensive Emergency Management Plan (CEMP) State Agency Responsibilities section. Every state agency is responsible for developing, training, exercising, evaluating, and maintaining an internal agency CEMP. DSHS roles are detailed in this plan. The following outlines the Emergency Support Functions (ESFs) of DSHS and other agency partners:

- 1. **ESF 6: Mass Care:** Mass care for personnel or populations affected by the emergency.

2. **ESF 8: Health and Medical Services:** Provide for mental health and physical well being of individuals affected by the emergency or disaster.
3. **ESF 11: Food and Water:** Implement the disaster food stamp program.
4. **ESF 21: Recovery:** Commitment of long term resources for recovery and restoration.
5. **ESF 24: Evacuation and Movement:** Assist local jurisdictions in evacuation and return to the effected area.

DSHS also has state Homeland Security Strategic Plan support requirements specifically related to:

6. Plan Objective 6.1.2: **Mass Care Plans for Special Needs Populations.**

## VI. PLAN MAINTENANCE

### ***A. Training and testing***

Training and testing of plans are ongoing priorities. The more routine response activities become, the better we will be able to respond when a disaster occurs.

### ***B. Exercise***

Exercising plans will occur annually.

### ***C. Revisions and Updates***

Plans will be revised and updated as conditions change or after lessons learned through training, testing, exercise, or actual event(s).

### ***D. Policy Development***

Any changes to practice directives (policy) will follow routine procedure for development, review, and approval.

### ***E. Emergency Management Documents***

Develop and maintain automated records management for any and all plans and reference materials.

## Emergency Planning Checklist

### **Set up your worksite and/or program emergency planning process. Set up your incident response organizational structure.**

- Initiate the development of your facility or program emergency plan.
- Establish your Emergency Planning and Response Team (EPRT).
- Establish your command and control structure by utilizing the Incident Command System (ICS).
- Use the DSHS Emergency Communication & Support Model (ECSM) for defining the level of priority for your emergency incident.
- Identify your local command structure, (roles and responsibilities) for managing your emergency incidents and for your coordination with DSHS Headquarters and Regional command.
- Identify your communication procedures and your role and requirements in interfacing with Headquarters and Regional communication systems.
- Complete a preliminary contact list of phone numbers for your staff and local partners and resources to initiate phone tree in case of emergency.

### **Identify your vital services and worksite and/or program vulnerabilities**

- Identify and prioritize your vital services.
- Identify the key resources that are essential for implementation of your prioritized vital services (staff, equipment, supplies).
- Determine what hazards your site is most susceptible to.
- Assess your vulnerability with these hazards related to disruption of priority of vital services and/or staff/client/asset safety.

### **Develop plans that help you manage your worksite and/or program vulnerabilities.**

- Identify actions that if done prior to an emergency incident would make you less vulnerable (mitigate the hazard).
- Develop and implement a plan to perform those mitigation actions.
- For those vulnerabilities that can not be mitigated or mitigation measures could be delayed: Identify alternate systems and processes necessary to protect staff, clients, and major assets. Identify alternate systems and processes necessary to continue to provide prioritized vital services if normal processes are damaged or disrupted.

- Identify essential staff and functions needed to support these alternative systems and processes.
- Identify essential supplies, equipment, and/or service agreements or contracts needed to support these alternative systems and processes.
- Develop written plans, Pre-Incident Plans (PIP) for each of the identified alternative system or processes needed. (i.e. transportation, security, service delivery, utility shut off, etc.) Use the Incident Action Plan (IAP) template.
- Develop a site Evacuation Plan/Map.
- Develop Memorandum of Understandings (MOUs) or Mutual Aid Agreements (MAAs) with local partners (local jurisdictions or partner administrations or agencies, etc.) as indicated for needed support, equipment, personnel or resources during an emergency incident.
- Finalize your contact list of phone numbers for staff and local partners and resources.
- Train your staff and inform your local partners as indicated about your emergency plan components. (communications, command, PIP, IAP, evacuation, etc.)

**Organize your plan components and make them accessible to your relevant staff and partners.**

- Place all components that need immediate access during an emergency incident in a quick reference hard copy notebook. Assure ample copy distribution to key staff and partners. Provide copies of identified plan components to DSHS Emergency Management Advisory Committee (EMAC).

**Incident Response: Implement your facility/program emergency plan.**

- Deploy your Emergency Preparedness and Response Team (EPRT).
- Set up your Command and Control structure.
- Review all applicable plan components, PIPs and incorporate into an IAP.
- Prepare an IAP.
- Implement your IAPs as necessary.
- Initiate the DSHS internal Emergency Communications Protocol (Chain of Command).

**Assess impacts of disaster and eliminate immediate hazards:**

- Assess impacts of the emergency and eliminate immediate hazards.
- Set up your "on site" Command and Control.
- Assess the health and safety of staff, clients and/or visitors.
- Evacuate your facility or worksite if necessary.
- Assess the scale of the emergency (Level 1, 2, or 3).
- Communicate to your command team.
- Implement your PIP's as necessary if IAP is not yet developed.

**Implement alternative systems and processes:**

- Implement your IAPs to assign essential staff and resources to continue those prioritized vital services.
- Implement your Command and Communication Plans.

**Recovery: Coordinate and restore delivery of services to normal operations as soon as reasonably possible**

- Develop and implement IAPs for recovery actions.
- Coordinate your Command activities with a restoration of normal administrative authority.
- Coordinate with Regional and Headquarters administration and Emergency Support Team (EST) for Level 2 and 3 incidents.
- Work with DSHS Headquarters EST, local emergency management entities, Regional Home Land Security (HLS) Coordinators and the Emergency Management Division (EMD) to coordinate and assist in local recovery efforts.

## **Hazard Vulnerability Analysis**

### **Hazard and Risk Vulnerability Self Assessment**

#### **Introduction:**

A hazard and risk vulnerability assessment is required before worksites develop an emergency preparedness plan.

Each worksite must complete the attached "Hazard and Risk Vulnerability Self Assessment" worksheet.

Each program must identify which of their worksites have the highest risks and vulnerabilities.

#### **Identify and rate the most significant hazards and vulnerabilities at your worksite:**

The attached "Hazards Area in Washington State" document will help you identify specific risks for your county. Review these risks and determine if they apply to your worksite.

Be aware of the following factors as you prepare the assessment for your worksite:

- The probability of an event occurring at your worksite
- The direct impacts that an event will have on your worksite
- The direct impacts that an event will have on your programs and operations
- The indirect impacts that an event may have on your neighbors that could compromise your health, safety and/or operations
- The broader indirect impacts within your community (disrupted utility service, restricted transportation, reduced staffing levels, delayed 9-1-1 response, etc.) that may impact your worksite and/or your operations

Once all risks have been scored, add the columns for each risk. Then rank the risks from 1 - 11 with 1 being the highest score (highest risk) and 11 being the lowest score (lowest risk).

#### **Identify and list the most serious consequences for the highest risk factors:**

Review the rankings to identify the risk factors that have high risk vulnerability. Some worksites may have many high vulnerability risks; some may have only a few.

For each of the high vulnerability risks, review the most important factors considered during the initial scoring that contribute to the high score. If you have not already done so, make notations in the "Comments" section listing these factors.

Refer to the attached "Suggested Mitigation Measures" document to identify recommended actions that may be taken now to reduce or eliminate your risk and vulnerability

## HAZARD PROBABILITY ANALYSIS

Site Location: OB2 1115 Washington St.  
Olympia, WA 98504

Developed by: Ken Kraft

Date: 7/29/2009

Criteria: Probability of emergent occurrence within a 10-year period from date of review.

0	Not applicable to facility
1	Not probable
2	Low probability
3	Moderate probability
4	High probability
5	Nearly certain

0	1	2	3	4	5	Avalanche	0	1	2	3	4	5	Mud Slide
0	1	2	3	4	5	Biological Accident	0	1	2	3	4	5	Pandemic
0	1	2	3	4	5	Blizzard or Massive Snowstorm	0	1	2	3	4	5	Pestilence
0	1	2	3	4	5	Bomb Threat	0	1	2	3	4	5	Pipeline Explosion
0	1	2	3	4	5	Bombing (actual)	0	1	2	3	4	5	Plane Crash
0	1	2	3	4	5	Chemical Spill or Contamination	0	1	2	3	4	5	Port Accident
0	1	2	3	4	5	Civil Disobedience	0	1	2	3	4	5	Radiological Accident
0	1	2	3	4	5	Dam Rupture	0	1	2	3	4	5	Railway Accident
0	1	2	3	4	5	Drought	0	1	2	3	4	5	Riot
0	1	2	3	4	5	Earthquake	0	1	2	3	4	5	River Flood
0	1	2	3	4	5	Electric Power Blackout	0	1	2	3	4	5	Sewage Treatment Back-up
0	1	2	3	4	5	Epidemic	0	1	2	3	4	5	Ship or Boat Emergency
0	1	2	3	4	5	Fire Building	0	1	2	3	4	5	Smog Episode
0	1	2	3	4	5	Fire Forest	0	1	2	3	4	5	Snowstorm Massive
0	1	2	3	4	5	Flash Flood	0	1	2	3	4	5	Tornado
0	1	2	3	4	5	Fog Episode	0	1	2	3	4	5	Truck or Highway Accident
0	1	2	3	4	5	Freeze (Major)	0	1	2	3	4	5	Tsunami
0	1	2	3	4	5	Gas Main Break	0	1	2	3	4	5	Volcanic Eruption
0	1	2	3	4	5	Hail Storm	0	1	2	3	4	5	Waste Disposal Accident
0	1	2	3	4	5	Hostage Incident	0	1	2	3	4	5	Water Main breakage
0	1	2	3	4	5	Hurricane	0	1	2	3	4	5	Water Pollution
0	1	2	3	4	5	Ice Storm	0	1	2	3	4	5	Water Shortage
0	1	2	3	4	5	Industrial Accident	0	1	2	3	4	5	Watershed Contamination
0	1	2	3	4	5	Lahar	0	1	2	3	4	5	Wind Storm
0	1	2	3	4	5	Land Slide	0	1	2	3	4	5	Other (Describe)
0	1	2	3	4	5	Lost Persons	0	1	2	3	4	5	Other
0	1	2	3	4	5	Mine Emergency	0	1	2	3	4	5	Other

## Hazard and Risk Vulnerability Self Assessment Department of Social and Health Services

Instructions: Enter a numeric score for each question for each specific risk. Score between 0 - 20 with 0 - 6 being a low risk range, 7 - 13 being a moderate risk range, and 14 - 20 being the highest perceived vulnerability.

Administration / Division:											
Building / Facility Name:						County:					
City:						County:					
Specific Risk	Earth Quake	Severe Storm	Flood	Volcanic Activity	Tsunami	Wild Fire	Structure Fire	Chemical Hazard	Bio Hazard	Terrorism	Workplace Violence
1. Potential of this event occurring at your facility? Comments:											
2. Potential of this event adversely impacting on-site hazards? Comments:											
3. Potential of this event causing mass casualties at your facility? Comments:											
4. Potential of this event disrupting your products or services? Comments:											
5. Potential for compromising the security of your facility? Comments:											
6. Potential for compromising an external emergency response? Comments:											
<b>Total Points for Specific Risk</b>											
<b>Rank Order for Specific Risk</b>											

## Hazard Areas in Washington State

May-04

COUNTY	HAZARD TYPE									
	<i>Earthquake</i>	<i>Flood</i>	<i>Drought</i>	<i>Severe Storm</i>	<i>Avalanche</i>	<i>Landslide</i>	<i>Volcano</i>	<i>Tsunami</i>	<i>Wild Fire</i>	
Adams			Medium risk							
Asotin		Medium	High risk							
Benton	VII <sup>2</sup>	Medium	High risk	Medium		High				
Chelan	VII				X					
Clallam	VIII <sup>[1]</sup> - IX <sup>[3]</sup>	Medium				Medium		High		
Clark	VII - VIII	Medium		Medium		Medium				
Columbia		Medium	High risk							
Cowlitz	VII - VIII	High		Medium		High	X			
Douglas	VII									
Ferry			Medium risk		X					
Franklin			Medium risk							
Garfield		Medium	High risk	Medium		Medium				
Grant	VII									
Grays Harbor	VIII - IX	High		High		High				High

1 Very strong shaking, moderate damage

2 Severe shaking, moderate to heavy damage

3 Violent shaking, heavy damage

## Hazard Areas in Washington State

May-04

COUNTY	HAZARD TYPE									
	<i>Earthquake</i>	<i>Flood</i>	<i>Drought</i>	<i>Severe Storm</i>	<i>Avalanche</i>	<i>Landslide</i>	<i>Volcano</i>	<i>Tsunami</i>	<i>Wild Fire</i>	
<b>Island</b>	VIII - IX							High		
<b>Jefferson</b>	VIII - IX	Medium		High		High		High		
<b>King</b>	VIII - IX	High		High	X	High	X	Medium		
<b>Kitsap</b>	VIII - IX	Medium		Medium		Medium		Medium		
<b>Kittitas</b>	VII	Medium		Medium	X	Medium				
<b>Klickitat</b>	VII	Medium	High risk	Medium	X		X			
<b>Lewis</b>	VII - VIII	High		High	X	Medium	X			
<b>Lincoln</b>			Medium risk							
<b>Mason</b>	VIII	Medium		Medium		Medium				
<b>Mt. Adams</b>										
<b>Okanogan</b>	VII									
<b>Pacific</b>	VIII - IX	High		High		High		High		
<b>Pend Oreille</b>				Medium		Medium				
<b>Pierce</b>	VIII	High		High	X	High	X	Medium		
<b>San Juan</b>	VIII							High		

**Hazard Areas in Washington State**  
**May-04**

COUNTY	HAZARD TYPE									
	<i>Earthquake</i>	<i>Flood</i>	<i>Drought</i>	<i>Severe Storm</i>	<i>Avalanche</i>	<i>Landslide</i>	<i>Volcano</i>	<i>Tsunami</i>	<i>Wild Fire</i>	
Skagit	VII - VIII	Medium		Medium	X		X	Medium		
Skamania	VII - VIII	Medium					X			
Snohomish	VII - VIII	High		High	X	High	X	Medium		
Spokane			Medium risk	Medium		Medium				
Stevens		Medium		Medium		Medium				
Thurston	VIII	High		High		High		Medium		
Wahkiakum	VIII	High		High		Medium		High		
Walla Walla			High risk							
Whatcom	VII - VIII	Medium		Medium	X		X	Medium		
Whitman		Medium	High risk	Medium		Medium				
Yakima	VII	Medium	Medium risk	Medium	X	Medium				

## Suggested Risk Mitigation Measures

**Mitigation:** Those activities that either prevent the occurrence of an emergency or reduce vulnerability in ways that minimize the adverse impact of any disaster. Mitigation actions are taken to eliminate or reduce the degree or risk to human life and property from natural and technological hazards.

After the risks and hazard vulnerabilities have been identified, review the suggested mitigation measures and determine what can be done to begin mitigating issues around your work environment.

Each work environment should review for potential mitigation measures. Residential care facilities should evaluate their campus with the help of their Capital Coordinators any mitigation measures for their campus.

Identify both structural and non-structural elements. Examples of structural mitigation actions are:

### Earthquake:

- Fasten pictures, mirrors, shelves, and bookcases securely to walls. Hang heavy items such as pictures and mirrors that haven't been well secured away from beds, couches, and anywhere people sit.
- Place large or heavy objects on lower shelves or on floors.
- Store weed killers, pesticides, and flammable products securely in closed cabinets with latches.
- Store breakable items such as bottled foods, glass, and china in low, closed cabinets with latches. Taller cabinets should be secured to walls.
- Secure computers and affiliated equipment with tie-downs.
- Brace overhead light fixtures.
- Secure water heaters by strapping them to wall studs.
- Have buildings and foundations evaluated for structural integrity and to see if seismic upgrades are necessary or warranted.
- Replace rigid gas and water pipes with flexible lines if practical. Alternatively, install flexible pipe connections on water and gas lines.
- Make sure staff knows how to shut off water, power and electricity to buildings in the event of gas or water line break.
- Plan at least two evacuation routes since roads may be blocked or closed.
- Be prepared to do without services you normally depend on—electricity, telephone, natural gas, gasoline pumps, cash registers, ATMs, and Internet transactions for a planned length of time.
- For 24/7 facilities, be prepared for a disruption to food, water, fuel and other supplies for a planned length of time.

- The following are things you might want to consider having in a survival kit on each floor of the building:
  - Portable, battery-operated radio and extra batteries.
  - Several flashlights and extra batteries.
  - First aid kit and manual.
  - Hard hats and dust masks.
  - Fluorescent tape to rope off dangerous areas.
- Install emergency lighting in all restrooms and at all exits to facilitate egress in the event of a power loss.

**Severe Storm:**

- Be prepared to do without services you normally depend on—electricity, telephone, natural gas, gasoline pumps, cash registers, ATMs, and Internet transactions for a planned length of time.
- For 24/7 facilities, be prepared for a disruption to food, water, fuel and other supplies for a planned length of time.
- The following are things you might want to consider having in a survival kit on each floor of the building:
  - Portable, battery-operated radio and extra batteries.
  - Several flashlights and extra batteries.
  - First aid kit and manual.
  - Hard hats and dust masks.
  - Fluorescent tape to rope off dangerous areas.
- Install emergency lighting in all restrooms and at all exits to facilitate egress in the event of a power loss.

**Flood:**

- Avoid building in a floodplain unless you elevate and reinforce your facility.
- Elevate the furnace, water heater, and electric panel if susceptible to flooding.
- Install "check valves" in sewer traps to prevent flood water from backing up into the drains of your facility.
- For facilities located in a floodplain, construct barriers (levees, berms, floodwalls) to stop floodwater from entering the building.
- Seal walls in basements with waterproofing compounds to avoid seepage.

**Volcanic Activity Including Lahar and Tsunami:**

- If your facility is located near a known volcano, active or dormant, or is located near the coast, be ready to evacuate at a moment's notice. Make sure staff recognize lahar and tsunami warnings and understand what is expected of them in the event of a warning.
- Plan at least two evacuation routes since roads may be blocked or closed.

**Wild Fire:**

- Remove combustibles stacked next to buildings. Clear flammable items from around the facility, including wood piles, lawn furniture, tarp coverings, etc. Move them outside of your defensible space.
- Make sure combustible vegetation is not planted too close to buildings.
- Make sure all tall grass is kept mowed both on facility grounds and adjacent vacant lots. If adjacent lots are owned by others, work through city or county weed district or fire department.

**Structure Fire:**

- Make sure smoke detectors are installed and working in all work, living and sleeping areas according to code.
- Make sure sprinkler systems and fire extinguishers are inspected regularly and that staff are trained in the proper use of extinguishers.
- Make sure all exits are well marked with emergency lighting.
- Make sure all automatic door closures are functional and that doorways are kept clear of obstructions that could keep fire-doors from closing completely.

**Chemical Hazard – Bio Hazard:**

- If there are any symptoms or suspected exposures call 911 immediately and consult with a healthcare provider as soon as possible. If you believe you have been intentionally exposed, you should contact law enforcement officials immediately.

**Terrorism:**

- Educate staff to be aware of their surroundings and any conspicuous or unusual behavior.
- Do not accept packages from strangers. Train staff to promptly report unusual behavior, suspicious or unattended packages, and strange devices to the police or security personnel.
- Identify where emergency exits are located in buildings and plan for evacuation routes in the event of an emergency.

- Be prepared to do without services you normally depend on—electricity, telephone, natural gas, gasoline pumps, cash registers, ATMs, and Internet transactions for a planned length of time.
- For 24/7 facilities, be prepared for a disruption to food, water, fuel and other supplies for a planned length of time.
- The following are things you might want to consider having in a survival kit on each floor of the building:
  - Portable, battery-operated radio and extra batteries.
  - Several flashlights and extra batteries.
  - First aid kit and manual.
  - Hard hats and dust masks.
  - Fluorescent tape to rope off dangerous areas.

**Workplace Violence:**

- Install building security systems that require a code or badge to admit staff to workplace buildings at unmanned entrances.
- Train staff to challenge unidentified strangers wandering through the work area.
- Install adequate lighting around building perimeters and in parking areas.

### Vital Service Assessment: Impacts On Business Drivers

**Administration or Program: *Children's Administration* Date: 3/27/06**

INSTRUCTIONS: Assess the impact that suspension of an important service has on the below listed business drivers. Complete an assessment sheet for each important service your program performs.

1. List the Important Service to be assessed in the upper left box.
2. In the columns to the right of each business driver note:
  - the time duration when the impact could start to have an unacceptable result
  - the "Level of Impact" score for each driver. Scores can include any number from 0 - 20.
3. Under "Other" note any other significant business drivers not included above.
4. At the bottom of the page add all scores to obtain Total Score for this service.

<b>Important Service: <i>Child Protective Services</i></b>	<b>When Could an Unacceptable Impact Start?</b> (4 hours, 1 day, 3 days, 1 week?)	<b>Level of Impact</b> Extreme = 20 Quite a Bit = 10 Some = 5 None = 0
<b>Impacts to Business Drivers If Service Suspended:</b>		
<b>Client, Staff, or Public Safety</b> Will anyone's life be put in jeopardy? Could serious injuries occur?	4 hrs	20
<b>Client, Staff, or Public Health</b> Will anyone's health (physical or mental) be put in jeopardy?	4 hrs	20
<b>Client, Staff, or Public Welfare</b> Will anyone's financial resources needed for survival of self or dependents be put in jeopardy?		
<b>Federal Regulatory Obligations</b> Will you be out of compliance with Federal Statutes or other regulatory obligations resulting in fines or penalties?		
<b>State Regulatory Obligations</b> Will you be out of compliance with State Statutes or other regulatory obligations resulting in fines or penalties?		
<b>Federal Funding</b> Will you lose federal funding?	Potentially, 2 weeks	10
<b>State Funding</b> Will you lose state funding?		
<b>Environment</b> Will the environment be impacted? (air, water, land contaminated)		
<b>Customer Service</b> Will citizens or customers be negatively affected?	4 hrs	20
<b>Cash Flow</b> Will the Agency's cash flow be negatively affected?		
<b>Legal Liability</b> Potential for legal action?	immediate	10
<b>Compliance Gap</b> Will another entity be out of legal or regulatory compliance?		
<b>Financial Reporting</b> Will you incur any fines or penalties for not completing financial reporting?		
<b>Public Image</b> Will your agency's public image be negatively affected?	It could be	12
<b>Other -- (Add additional rows as needed.)</b>		
<b>Total Score for this Service is:</b>	n/a	92

<b>Administration or Program: <i>Children's Administration</i></b>	<b>Date: 3/27/06</b>
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INSTRUCTIONS: Assess the impact that suspension of an important service has on the below listed business drivers. Complete an assessment sheet for each important service your program performs.

1. List the Important Service to be assessed in the upper left box.
2. In the columns to the right of each business driver note:
  - the time duration when the impact could start to have an unacceptable result
  - the "Level of Impact" score for each driver. Scores can include any number from 0 - 20.
3. Under "Other" note any other significant business drivers not included above.
4. At the bottom of the page add all scores to obtain Total Score for this service.

<b>Important Service: <i>Medically Fragile Children</i></b>	<b>When Could an Unacceptable Impact Start?</b> (4 hours, 1 day, 3 days, 1 week?)	<b>Level of Impact</b> Extreme = 20 Quite a Bit = 10 Some = 5 None = 0
<b>Impacts to Business Drivers If Service Suspended:</b>		
<b>Client, Staff, or Public Safety</b> Will anyone's life be put in jeopardy? Could serious injuries occur?	immediate	20
<b>Client, Staff, or Public Health</b> Will anyone's health (physical or mental) be put in jeopardy?	immediate	20
<b>Client, Staff, or Public Welfare</b> Will anyone's financial resources needed for survival of self or dependents be put in jeopardy?		
<b>Federal Regulatory Obligations</b> Will you be out of compliance with Federal Statutes or other regulatory obligations resulting in fines or penalties?		
<b>State Regulatory Obligations</b> Will you be out of compliance with State Statutes or other regulatory obligations resulting in fines or penalties?		
<b>Federal Funding</b> Will you lose federal funding?	Potentially, 2 weeks	10
<b>State Funding</b> Will you lose state funding?		
<b>Environment</b> Will the environment be impacted? (air, water, land contaminated)		
<b>Customer Service</b> Will citizens or customers be negatively affected?	immediate	20
<b>Cash Flow</b> Will the Agency's cash flow be negatively affected?		
<b>Legal Liability</b> Potential for legal action?	immediate	10
<b>Compliance Gap</b> Will another entity be out of legal or regulatory compliance?		
<b>Financial Reporting</b> Will you incur any fines or penalties for not completing financial reporting?		
<b>Public Image</b> Will your agency's public image be negatively affected?	Could be affected negatively depending on what happens	10
<b>Other -- (Add additional rows as needed.)</b>		
<b>Total Score for this Service is:</b>	n/a	90

**Administration or Program: *Children's Administration* Date: 3/27/06**

INSTRUCTIONS: Assess the impact that suspension of an important service has on the below listed business drivers. Complete an assessment sheet for each important service your program performs.

1. List the Important Service to be assessed in the upper left box.
2. In the columns to the right of each business driver note:
  - the time duration when the impact could start to have an unacceptable result
  - the "Level of Impact" score for each driver. Scores can include any number from 0 - 20.
3. Under "Other" note any other significant business drivers not included above.
4. At the bottom of the page add all scores to obtain Total Score for this service.

<b>Important Service: <i>Child Welfare Services</i></b>	<b>When Could an Unacceptable Impact Start?</b> (4 hours, 1 day, 3 days, 1 week?)	<b>Level of Impact</b> Extreme = 20 Quite a Bit = 10 Some = 5 None = 0
<b>Impacts to Business Drivers If Service Suspended:</b>		
<b>Client, Staff, or Public Safety</b> Will anyone's life be put in jeopardy? Could serious injuries occur?	3 days	15
<b>Client, Staff, or Public Health</b> Will anyone's health (physical or mental) be put in jeopardy?	1 day	18
<b>Client, Staff, or Public Welfare</b> Will anyone's financial resources needed for survival of self or dependents be put in jeopardy?	15 days	10
<b>Federal Regulatory Obligations</b> Will you be out of compliance with Federal Statutes or other regulatory obligations resulting in fines or penalties?		
<b>State Regulatory Obligations</b> Will you be out of compliance with State Statutes or other regulatory obligations resulting in fines or penalties?		
<b>Federal Funding</b> Will you lose federal funding?	Potentially, 2 weeks	10
<b>State Funding</b> Will you lose state funding?		
<b>Environment</b> Will the environment be impacted? (air, water, land contaminated)		
<b>Customer Service</b> Will citizens or customers be negatively affected?	3 days	15
<b>Cash Flow</b> Will the Agency's cash flow be negatively affected?		
<b>Legal Liability</b> Potential for legal action?	immediate	10
<b>Compliance Gap</b> Will another entity be out of legal or regulatory compliance?		
<b>Financial Reporting</b> Will you incur any fines or penalties for not completing financial reporting?		
<b>Public Image</b> Will your agency's public image be negatively affected?	It could be	10
<b>Other -- (Add additional rows as needed.)</b>		
<b>Total Score for this Service is:</b>	n/a	88

*INSTRUCTIONS: Using results from the template "Important Service Assessment: Impacts on Business Drivers", list below each Administration's or Program's important services and their total scores in rank-order from the highest to lowest scoring. Business D*

<b>Administration's or Program's Important Services (Vital Services in Bold)</b>		<b>Business Drivers Impact Score</b>	<b>Total Ranked Order (Highest to Lowest)</b>
1	<b>Child Protective Services</b>	92	1
2	<b>Medically Fragile Children</b>	90	2
3	<b>Child Welfare Services</b>	88	3

**INITIAL RISK ASSESSMENT WORKSHEET**

**Vital Services Being Assessed:** Child Protective Services, Child and Family Welfare Services, Medically Fragile Children

**Department / Division:** DSHS Children's Administration

<b>-A- Summary of Resources Involved with this Vital Service</b> (people, equipment, supplies, facilities, etc involved?)	<b>-B- Level of Dependency your Vital Service has on this.</b> H=High M=Medium L=Low	<b>-C- Essential (E) or Not Needed (NN)</b>	<b>-D- Level of Operational Risk/Harm</b>  H=High M=Medium L=Low	<b>-E- Components with Significant Risk</b> For any component rated as "Essential" <u>and</u> with a "Medium" or "High" Level of Operational risk/harm place an "X" next to the component below.
<b>List Critical Components</b> (samples shown, add more as needed)				
Human Resources				
Operations	H	E	H	X
Management	M	NN	H	
Financial Resources				
Checks	M	E	M	X
Cash	L	NN	L	
Procurement	M	E	M	X
Physical Resources				
Facilities	M	E	M	X
Power	H	E	M	X
Communications				
Telephone	H	E	H	X
Voice mail	H	E	H	X
Information Resources				
Data base	H	E	M	X
Info - suppliers	M	NN	L	
IT Resources				
PC Hardware	M	E	M	X
Operating systems	H	E	M	X
Management Controls				
IT Security	H	E	M	X
Physical security	M	E	M	X
External Agents				
Vendors	M	E	L	

**LEVEL OF IMPACT ASSESSMENT**

Consider others factors which can impact this vital service (timing or phasing sensitivities and other internal and external business dependencies)

Consider timing or phasing that presents greatest risk	<b>Peak Periods</b> Identify periods when you perform this vital service	Any particular day of the week or months of the year? Specify below:
<b>On Call</b>		
<b>Hourly</b>	<b>X</b>	<b>24/7</b>
<b>Daily</b>		
<b>Weekly</b>		
<b>Monthly</b>		
<b>Yearly</b>		

	<b>What other agencies, business units or other entities directly depend on this Vital Service?</b>	<b>How are they impacted without this vital service?</b>
<b>1</b>	Police	Protective custody
<b>2</b>	Courts/Legal System	Case review system
<b>3</b>		
<b>4</b>		
<b>5</b>		
<b>6</b>		
<b>7</b>		

If other business services <u>within your administration</u> are impacted without this vital service, list below.	How are they impacted?
Foster parents/caregivers/pre-adoptive parents	Standards monitoring; service provision
Social workers	Licensing and placement resources inter-dependency, case transfer points

**Risk Threshold**

When can harm start to occur if this vital service is disrupted?

**CPS: 4 hours; C&FWS: three days; Medically Fragile Children: immediate**

**What is the Likelihood of Disruption?** (What's the potential for failure of resources that support this vital service?) **HIGH**

**This question can only be answered after performing a hazards assessment. See Field Guide A2.3 "Determine what hazards your worksite is most susceptible to."**

**IDENTIFY COMPONENTS WITH THE GREATEST VITAL SERVICE DISRUPTION RISK BASED ON LIKELIHOOD OF OCCURANCE**

<b>Components with Significant Risk</b>	<b>Consideration for Contingency Planning</b> (Identify further planning needed for alternatives to these resources or activities: examples: alternative power source, staff cross training, alternative work site, working from home, emergency supplies or equipment, alternative communication systems, etc.)
<b>Severe Storm (ice, snow, wind)</b>	<b>Alternative power sources; emergency supplies or equipment; alternative work site; working from home</b>
<b>Electric Power Blackout</b>	<b>Alternative power sources; emergency supplies or equipment; alternative work site; working from home</b>
<b>Earthquake</b>	<b>Alternative power sources; emergency supplies or equipment; alternative work site; working from home; back-up database; alternative communication systems</b>

The above list "Consideration for Contingency Planning" will likely be a long, varied list of needs that will require different planning approaches and participants with specialized expertise. They may also need administrative authority if they have budget needs. For some items it will be necessary to work with your administration in determining how to proceed with this planning.

For items that are within the planning ability of the Emergency Preparedness and Response Team (EPRT) there are Field Guide sections that give further direction. These are:

- Mitigate as possible
- Develop contingency plans on further assessments needed and

<b>Work at Home</b> What, if any, "events" (processes or sub-processes) can be performed from home?
<b>Communicating and coordinating with staff, foster parents, clients, providers, community partners, etc. (assumes communication equipment is operating)</b>
<b>Case notes and documentation.</b>

**SUMMARY:** Disaster Response Call Centers will be activated when appropriate to respond to new calls for services and child abuse and neglect referrals (intake) as well as serve as a point of contact for foster parents, biological parents, and other caregivers:

- Seattle Central Intake (primary)
- Kent
- Lynwood
- Tacoma
- Spokane
- Yakima
- Tumwater
- Vancouver

**Areas, vendors, essential staff to follow-up with:** Disaster Response Call Centers will be prioritized for restoration of information technology services, resource procurement, and staff redeployment as needed to ensure continuity of vital services.

**Definitions:**

**Vital Service:** Those core service, processes and business functions, which, if not performed due to an emergency, would cause serious or irreparable harm to the Department's clients, staff and/or the general public in terms of loss of life, serious injury, serious health impacts, loss of shelter or financial support needed for survival of self or dependents. (Original DSHS list prepared in April 2006)

**Resources:** All of the parts of a vital service that it takes to actually perform the vital service. These are both internal and external.

## EMERGENCY NOTIFICATION INSTRUCTIONS

### PURPOSE:

To use a consistent format to document the notification plan required and implemented during an emergency or threat/warning of an emergency. This template is used both as a planning document (preparation for an emergency) and a notification log in the event of an actual emergency or emergency threat or warning.

### SCOPE:

These notification instructions will apply to any facility/worksite program, or command unit that must develop a local emergency management plan.

### DESCRIPTION OF INFORMATION REQUESTED ON TEMPLATE

#### COMMAND AUTHORITY OR FUNCTION:

- **COMMAND AUTHORITY:** The organizational unit(s) that need to know about the potential or actual emergency because they have Incident Command responsibilities. (Examples: DSHS Headquarters or Administration Incident Command, Emergency Management Division (EMD))
- **FUNCTION:** The organizational unit(s) that need to know about the potential or actual emergency because they could be impacted by it, have administrative responsibilities for the impacted site, or because they are a resource. (Example: regional or state headquarters, IT support)

#### DESCRIPTION OF COMMUNICATION METHODS:

Outline how this notification will occur: by method (telephone, email); after hours procedures, what alternative plans are in place if normal communication systems are out (See Emergency Communication Systems, Appendix E, DSHS 4-1.)

**EMERGENCY:** Whenever conditions exist in which normal operations cannot be performed and immediate action is required to:

- Save and protect lives, health, or welfare of clients, staff, and the public
- Prevent damage to the environment or physical assets.
- Provide vital services.

#### EMERGENCY CONTACT:

The person or position/office that has the role of representing the "Originating Facility or Organization" and who is the person(s) that, at least initially, can respond to questions from the staff/organizations notified. There may be more than one emergency contact for an "Originating Facility or Organization" to represent different

assigned functions or specialties. (Example: medical response vs. facility infrastructure)

**EMERGENCY LEVELS:**

**Level 1 (Minor):** Limited scope incident that is typically managed "at-site" with local site resources. Notification of the incident would be through normal channels according to local policy.

**Characteristics:**

- Estimated restoration time is under 24 hours
- Localized incident is limited in scope to one building or campus or on Administration.
- Local response is adequate for reestablishing all systems
- Minor damage to hardware, software, electrical equipment or workspace areas
- Examples: Minor damage to hardware, software, electrical equipment or workspace areas, temporary power outages, small fire that is contained, hazardous material spill.

**DSHS Notification and Command Requirements:**

- Notification of the DSHS Headquarters or Regional Emergency Support Team (EST) not required.
- An on-scene Incident Command (IC) post or location may be designated as needed by the local administration, or for co-located facilities, the lead tenant.

**Level 2 (Major):** Larger in scope and more severe in actual or potential effects than a Level 1 (Minor). The response may be "at-site" with local on-site resources, but restoration may require coordination with external resources (local utility companies, DSHS Capital or Leased Facilities staff, ISSD, General Administration). Response coordination may involve 2 or more Administrations (co-located facilities).

**Characteristics:**

- Estimated restoration time exceeds 24 hours.
- Multiple buildings, offices, facilities, or Administrations affected by event.
- Damage to buildings, offices, or facilities is significant and restoration costs may exceed local operating budget. Major repair or replacement of equipment or building systems may be required.
- Examples: A severe storm causing power outages or preventing staff getting to work at numerous sites or a co-located facility, a fire causing structural damage and temporary closure of the space, significant computer virus or telecommunication losses.

**DSHS Notification and Command Requirements:**

- Notify DSHS Headquarters Emergency Support Team and Regional

Emergency Support Team.

- An on-scene Incident Command (IC) post or location or an Emergency Operations Center (EOC) may be activated by the local administration, or for co-located facilities, the lead tenant.

**Level 3 (Catastrophic):** Large scope and severe in actual or potential for significant casualties, widespread property damage, or total disruption of vital services at that site. Response or restoration exceeds the capability of local on-site resources. May require coordination with or actual command by local or state emergency management personnel.

**Characteristics:**

- Total destruction of a worksite.
- Long-term prohibited re-occupancy of a worksite with unknown restoration date.
- Permanent or long-term relocation of the worksite is required.
- Examples: Significant building destruction by fire, earthquake, tsunami; significant disruption of essential community infrastructure (utilities, bridges and roads) from earthquakes, volcano, terrorism.

**DSHS Notification and Command Requirements:**

- Notify DSHS Headquarters Emergency Support Team and Regional Emergency Support Team (EST)
- DSHS Headquarters Emergency Support may need to notify Emergency Management Division (EMD).
- An on-scene Incident Command (IC) post or location or an Emergency Operations Center (EOC) will likely be activated by the local administration, or for co-located facilities, the lead tenant. The DSHS EST (Headquarters and impacted Regional) will likely activate an EOC.

**EMERGENCY NOTIFICATION:**

The initial component of a communication chain that identifies staff and/or organizations and informs them about the risk for or actual occurrence of an emergency.

**EVENT DESCRIPTION:** Briefly describe the emergency event or threat/warning that starts this communication chain.

**MANDATORY NOTIFY:**

The Washington State Comprehensive Emergency Management Plan (CEMP) identifies state agencies and other organizations that need to be notified because they are assigned direct responsibility or support roles for Emergency Support Functions (ESFs) and have a role in state emergency management Incident

Command. This could include DSHS organizations as well as external state, federal, local, volunteer emergency management partners.

**NOTIFY:** The staff or organizations that that need to be notified because they have a role in managing the emergency, continuing the communication chain, or are a resource to the emergency. These staff or organizations will be determined by the facility, regional, or administrative emergency management planning teams.

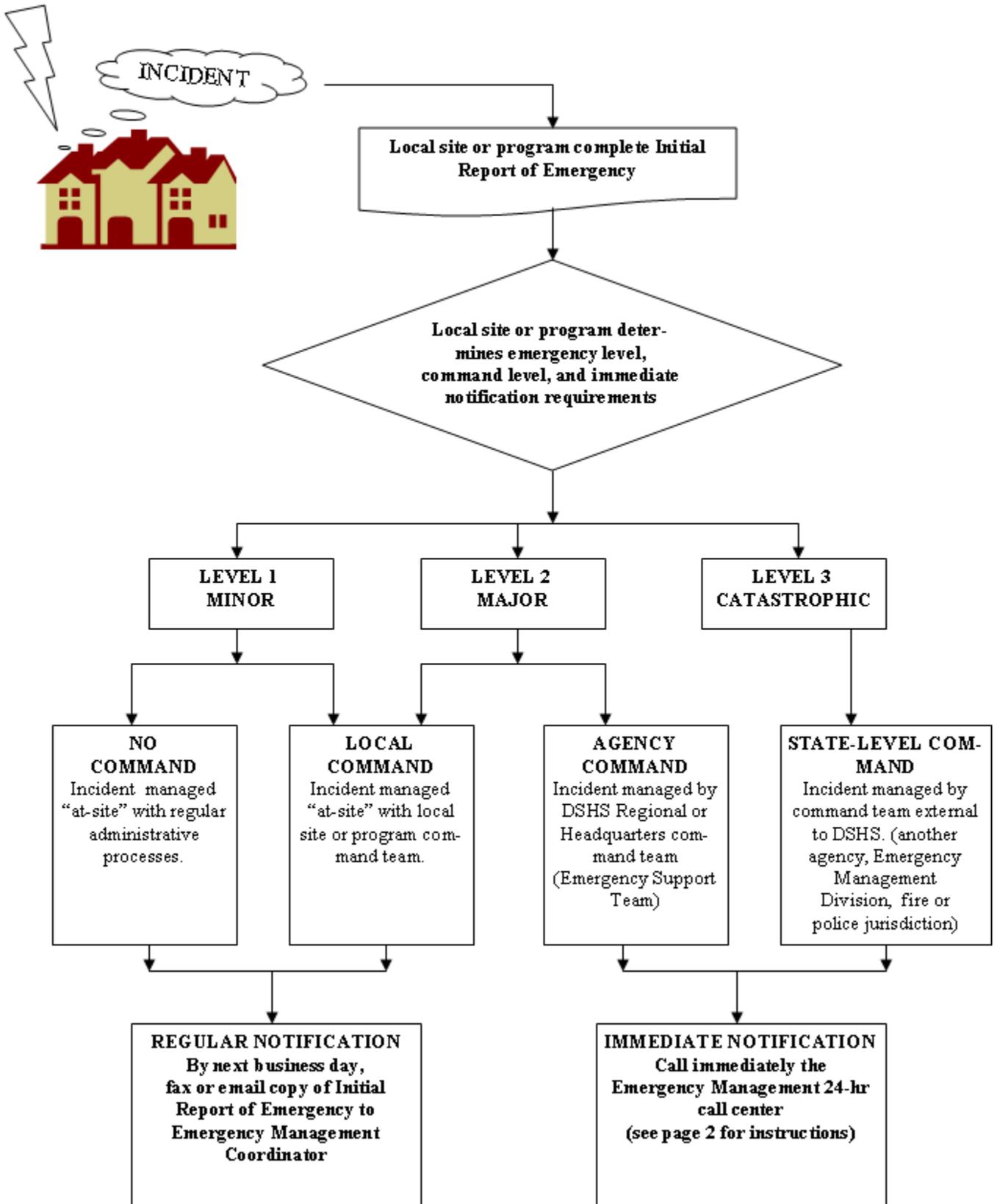
**NOTIFIED BY:** The person who does the notification in the event of an actual emergency or threat/warning. Provide here are their title, contact #, and the date and time of the notification.

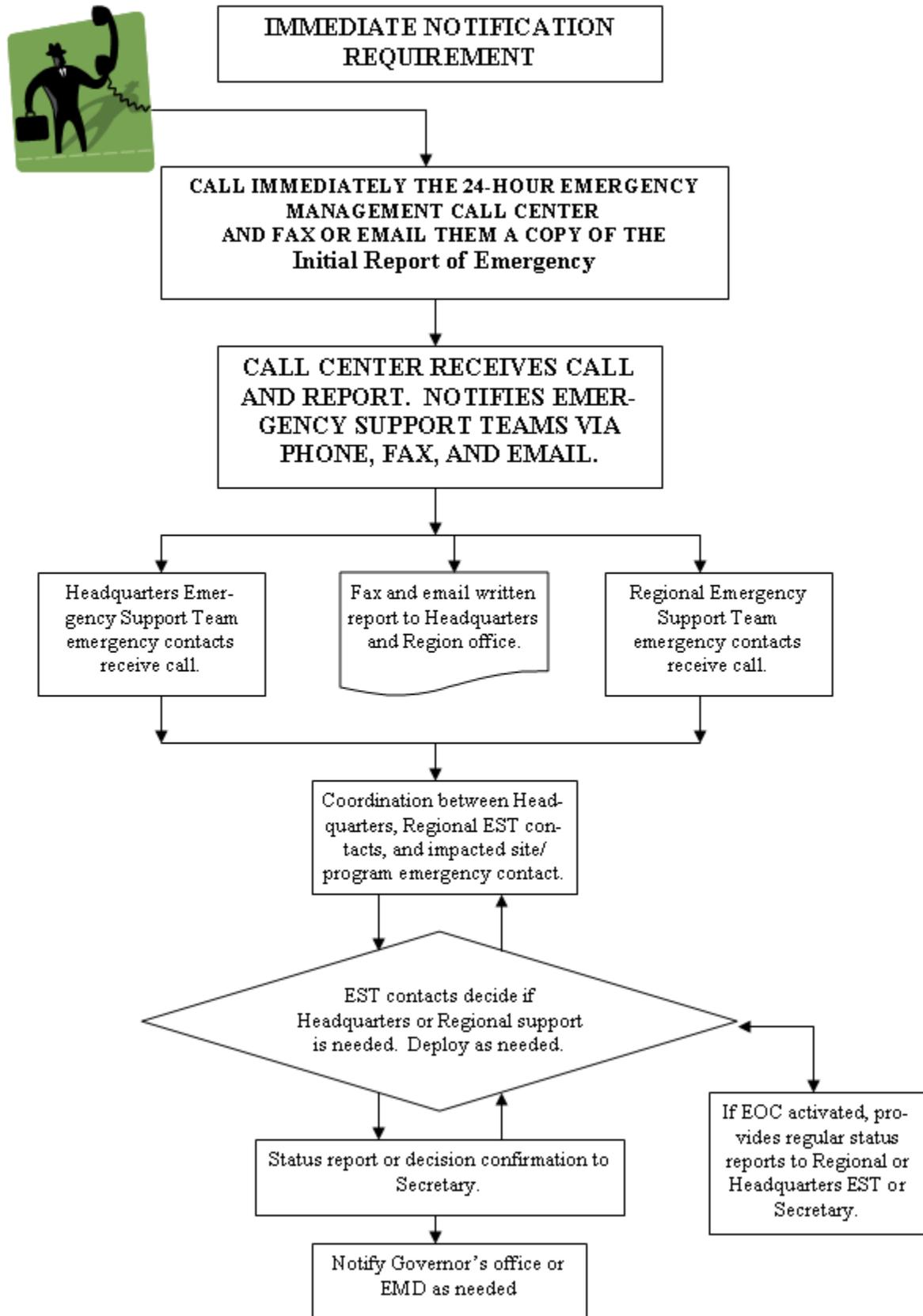
**ORIGINATING FACILITY OR ORGANIZATION:** Identify the facility/worksite, program, or organization that is initiating the emergency communication chain. Emergency communication chains can be from different sources.

- **Emergency based:** Communication that an emergency has occurred. This usually originates from the site that the emergency occurred at.
- **Risk based:** Communication about a potential emergency such as those that originate from warning systems or information received (example: Tsunami, bomb threat). The communication chain may start from either the potentially impacted site or program; or from external sources.

**SUB-DEPARTMENTS:**

Individual programs, tenants, or facilities may be impacted. These are important to identify if they are under a different DSHS Administration than the primary occupant of a site.





## Emergency Communications (EC)

**These communication requirements and considerations will assist in establishing and maintaining adequate internal and external communications during an emergency situation.**

The following outlines various communication needs when an emergency occurs, both internally at the site of the incident and across the agency. Emergency plans must identify the required communication systems needed for various emergency situations. The plan should also identify common communication methods to be used in these situations and back-up or alternative systems in case the common systems are disabled.

Depending upon your facility, worksite, or program, and the seriousness of the event, communication needs and methods will vary. The following provides the minimum communication requirements for more serious emergency events and additional recommendations and methods that may be useful to your plan. The required elements are noted as such. For the recommended methods, it is important that you consider communication strategies that will work for your particular site or program need.

### **Assumptions:**

- Loss of communication systems (telephone, cellular phones, pagers, email) will occur as a result of a disaster or emergency situation.
- 911 systems can be disabled due to a catastrophic community incident causing line congestion or loss of power or telephone services.
- Alarm and other protection systems (security, fire, electronic door controls) may fail during a disaster. Systems can either fail open or closed dependent on the system. Alternative plans for manual operation need to be identified.
- Telephone systems (switchboards, voice messaging, digital phone lines) will fail in a power outage if no back-up emergency generator supports them.
- Some back-up emergency power systems for telephone switches and computer systems are battery based and therefore may have limited support of only a few hours.
- In a large disaster, local and national media (radio, television, internet) may be a source of information both pre and post event.

### **Alternative Communication Equipment: Considerations and Recommendations:**

- **Telephone/Fax**
  - **Analog phone lines:** These are not dependent on local electrical power and are more reliable during a power outage. They are susceptible to broken phone lines. Maintain at least two back-up analog phone lines for PC and phone at your facility/worksite. This allows one line for critical command related communications and the other line for other contacts (resource acquisition, staff notifications, etc.) Many fax machines already use analog lines. If your emergency involves a power outage, your fax machine won't work and the line could be used for phone.
  - **Non-electric telephone:** Electronic phones (cordless, others with button features) need to have power to work. Maintain at least two old fashion dial or pulse type (not tonal) phones to use with the analog lines.

- **Cellular Phones and Blackberries:**
  - These have proven to be unreliable in major disasters due to access congestion. They may be good for local site emergencies though be cautious of cell-signal dead zones caused by weak cell signals or certain building construction which can block signals. Testing access is important.
  - Cell phones with text messaging ability may not work for voice but could continue to work for text.
  - Plans should designate phone battery maintenance. Procedures should outline when staff turn phones on to preserve battery life.
  
- **Satellite Phones:**
  - Though these can be challenging to use due to special location limitations and set up requirements, they have proven to be most consistently reliable telephones in major catastrophic disasters. They are not affected by cellular traffic. They can be impacted by cloud cover and were not useful in the early days of Katrina.
  - Plans should designate satellite phone battery maintenance. Procedures should outline when staff turn phones on to preserve battery life.
  - Trained staff are required for phone set-up and use.
  
- **Paging Systems:**
  - These have proven to be unreliable in major disasters due to access congestion. Some facilities may have internal systems which do not rely on satellite relay and therefore are not susceptible to access issues. These systems are electrically powered and would require emergency power back-up.
  - Plans should designate extra battery storage.
  
- **Two-Way Radios:**
  - These are quite reliable for a limited geographical range. Testing should be done since certain building construction can block signals.
  - Plans must designate radio battery maintenance and recharging. Procedures should outline when staff turn radios on to preserve battery life.
  - Plans should address radio distribution to staff and managing transmission traffic and channel designation.
  - Plans should identify specific channel/frequency access and create limited confidential channel access for multi-channel systems.
  
- **Computer Systems:**
  - **E-mail services:**
    - Lessons from Katrina clearly demonstrated that state e-mail systems failed and could not support critical emergency communications. New Orleans emergency responders to Katrina found that the use of "hotmail" e-mail accounts was a way of maintaining communications during and after the disaster.
    - DSHS field staff does have remote access to their state e-mail via the DSHS Fortress Server. However, if the server should go down for any reason there is no access. The Department is currently researching the possibility of obtaining an exception to

current policy 15.15 B.3. (h-j), Use of Electronic Messaging Systems and the Internet, that would give access to "hotmail" to key managers and staff within DSHS during emergency situations. Specific protocols for this exception have yet to be established.

- **Lap Top Computer:** Laptops are portable and will work with battery pack during power outages. Wireless access (WiFi) capabilities to the Internet may be the best option for remote access to your e-mail and other DSHS systems if these systems remain functional. A person with a Wi-Fi device, such as a computer, telephone, or personal digital assistant (PDA) can connect to the Internet when in proximity of an access point. The Wi-Fi region covered by one or several access points is called a hotspot. Hotspots can range from a single room to many square miles of overlapping hotspots.
- **Ham-Radio:** These are the most reliable systems under any conditions. There are local organizations (i.e.: County Amateur Radio Emergency Response Team) that may volunteer to provide access in emergencies. Advanced planning with these groups is required to establish communication contacts and protocols.
- **TTY, Translation Services and other alternative systems.** All plans should assess the need for these systems and services to support clients and staff with these needs.
- **Runners:** Create "runners" which are staff that are designated to provide personal delivery of messages, instructions, supplies, etc. to affected areas or staff. Plans need to include mustering or check-in areas for these staff so they are immediately accessible. If vehicles are required to assist "runners" these should be designated in advance so they do not conflict with other emergency transport needs. Runners are used when all other communication systems fail.
- **TV's and Radios:**
  - Have a TV and radio (including portable radios) available for access to emergency media announcements. A list of TV and radio stations will be available in your local newspaper. Use your Local Emergency Services Phone List (DSHS Appendix 4-4) to document the radio frequency information.

### Alternative Staff Contact Information

- **Staff Contact Lists:**
  - **Required:** A determination of which staff are considered "essential" for emergency response, along with their response roles, must be made. This list of staff must be updated on a regular basis. This list must include after-hours personal contact information to include home/cell phone numbers, pager and e-mail and a message phone (Staff Notification List, DSHS Appendix 4-2, and 4-3).
  - **Required:** A current and updatable all-staff notification list must be developed and readily available. This list should be reviewed and updated at least twice annually. This list will include after-hours

personal contact information to include home/cell phone numbers, pager and e-mail and a message phone. "Essential" staff designations can be made on this list or kept on a separate list (DSHS Appendix 4-2 and 4-3).

- **Required:** Any manager, supervisor or person involved with emergency management will be required to share after-hours, personal contact information. This should include home phone, cell number, pager, and e-mail address and message phone.
- **Required:** Emergency contact information must be considered private and confidential and made available only when deemed necessary and appropriate.
- Establish emergency call-in procedures for staff (Use the Emergency Notification Template, DSHS Appendix 4-2 and 4-3).

## COMMUNICATION NEEDS

### EMERGENCY RESPONSE OR ASSISTANCE NOTIFICATION

- **Pre-Incident Warning**

Washington State Emergency Management Division (EMD) has a warning system for certain emergency incidents that can be predicted (severe storm, volcano, tsunami, terrorist attack, etc). When there is advanced knowledge of an impending emergency situation the EMD notifies the DSHS Emergency Management Coordinator who will notify facilities or programs that could be impacted. The DSHS Emergency Management Coordinator will maintain a plan for receipt of this information and implementation of this notification.
- **Alternate Communication Methods:**
  - Research your local site for local emergency notification systems such as tsunami warning systems or other community notification systems. If these exist, incorporate them into your emergency plan.
  - In a large disaster, local and national media (radio, television, internet) may be a source of information both pre and post event.
- **Emergency Response**

Communication with people designated as first responders (police, fire, and internal response teams) who can respond immediately and are trained and prepared to offer assistance in the areas needed.

  - **911:** The most reliable system is your local 911. This allows the most direct and time efficient response by trained emergency personnel. This system is your first choice for emergencies with injuries, fire related, crime related, or major building or property damage, etc. Enhanced 911 systems are designed to automatically identify the physical location (at the phone location) of the caller and most counties have enhanced 911 systems. Individual phone systems in some facilities may not have this capability, and response will be to the site address.
- **Alternate Communication Methods:** Although reliable, 911 systems can be disabled due to a catastrophic community incident causing line congestion, loss

of telephone services, blocked roads, reduced emergency personnel, etc. Back-up systems to consider are:

- Some community emergency services (fire, police) have programs that provide pre-registration of clients with disabilities or medical needs. This allows these responders to target these clients for special evacuation notification and implementation.
- Be prepared to survive in place with no external emergency responders. This means having staff available on site that are trained to provide basic first aid and have the supplies needed for this. Establish Emergency Operating Procedures (EOPs) if necessary (DSHS Appendix 7-1).
- **Internal Response Teams:** An internal response team of on-site staff who are in radio or pager contact. Response specialty areas may include: security and maintenance, and at institutions, medical, nursing, and transport (Emergency Notification Template, DSHS Appendix 4-2, 4-3 and EOPs, DSHS Appendix 7-1).
- **External Response Teams:** An external response team of off-site staff. These staff should live in close proximity to the worksite so they can respond quickly. In some instances it may be appropriate to have staff assigned on-call to allow 24 hour/7 day response (Emergency Notification Template, DSHS Appendix 4-2, 4-3 and EOPs, DSHS Appendix 7-1).
- **Alternate Communication Methods:** In the event of a telecommunications outage, these staff could have standing instructions to call in or return to the worksite under specified conditions.
- **Special Services Response**
  - **Essential Vendors** (utility providers, fuel and other essential goods providers): Maintain contact list of vendors for accessing information on utility status, delivery of essential supplies (generators, fuel), or arranging the pick-up of supplies.

## COMMAND TEAM NOTIFICATION

- **Emergency notification versus Chain of Command incident notification:**
  - **This section does not address the administrative incident reporting requirements or reporting requirements by other authorities.** Those regular reporting requirements should be addressed in your plan as directed by those authorities.
  - Command team notification is for implementing your local emergency response command team or for notifying the Headquarters and Regional Emergency Support Teams DSHS Appendix 3-3, and Field Guide section A1.2 – A1.5.
- **Required: Local Command Team (Facility or Program):** An internal team that responds to provide incident command. This team should be in radio or

pager contact, or is directed to report to a designated location immediately when an emergency incident occurs.

- **Required: Headquarters and Regional Emergency Support Teams (Command Teams):**
  - **Initial Notification:** See Emergency Notification Requirements (ENR) and the Initial Report of Emergency. (The Department is currently researching the feasibility of using a 24/7 emergency notification switchboard system to communicate disaster information to key managers and staff and deploy command staff. From a pre-determined agency authorized list of key personnel, the emergency notification switchboard operators will call these individuals to convey pertinent disaster information.)
- **Ongoing Notification between Local Command and the Emergency Support Team:** Regular reporting expectations are set based on type of incident and are determined at time of initial coordination.

#### **FACILITY/WORKSITE, OR PROGRAM STAFF NOTIFICATION**

- **Notification of Local Office Closures:** Including changes of operating hours, alternative work locations or other important information.
- **Required: Evacuation or Building Lock-Down: Notification procedures and instructions need to be developed for staff and visitors inside the facility in the event of an evacuation or lock down situation.**
- **Common Methods**
  - **Required:** Evacuation routes posted at various locations and exits throughout the building.
  - **Required:** Training, exercise, drills
  - Advance staff instructions and training and provision of emergency contact numbers or alternative offices to report to.
  - Establish staff call-in procedures addressing specific incidents (i.e., snow, storms)
  - Contact staff directly using staff emergency contact lists which include personal contact numbers.
  - Siren or horn to identify the situation
  - Staff /Floor Leaders providing verbal direction after receiving instructions via walkie-talkie
  - Public Address (PA) system, bull horn, loud speaker
- **Alternate Communication Methods:**
  - **DSHS Communications Emergency Information Line and Website** for access to emergency information. Call: **1-866-DSHS-EMP, 1-866-374-7367**. The phone system is menu driven. Staff call in and select access information for their Administration, Division and specific office site. The website is: <http://www1.dshs.wa.gov>. This emergency information is updated by designated staff in each administration that are trained on how to leave information regarding

office closure or other pertinent information for either the phone line or website.

## CONTRACTOR NOTIFICATION

### DSHS expectations to contractors for development of notification systems:

- Applies to Nursing facilities, Adult Family Homes, assisted living facilities, supported living programs, Area Agencies on Aging and other community contractors
- **Notification of Local Office Closures:** Including changes of operating hours, alternative work locations or other important information.
- **Evacuation or Building Lock-Down:** notification procedures and instructions need to be developed for evacuating residents of facilities or for those visiting residents. Alternative service locations or access numbers should be provided as appropriate.
- **Common Methods of Notification:**  
Advance staff instructions, training and provision of emergency contact numbers or alternative offices to report to.
  - **REQUIRED:** evacuation routes posted at various locations and exits throughout the building.
  - **REQUIRED** – training, exercise drills.
  - Establish staff call-in procedures addressing specific incidents or emergencies.
  - Contact staff directly using emergency contact lists which include personal contact numbers.
  - Establish resident/client notification list.
  - Contact client. Contact client or resident's next of kin, guardians, and case managers regarding evacuation procedures and alternative placement. May need to include alternative communication methods, TTY, interpreter/translation services, or other alternative systems.
  - Media resources...
  - Siren and flashing lights to identify the situation (public address system)
  - Staff/Floor Leaders providing verbal direction after receiving instructions via walkie-talkie.

## CLIENTS, CAREGIVERS, STAKEHOLDERS NOTIFICATION

- **Notification of Local Office Closures:** Including changes of operating hours, alternative work locations or other important information.
- **Evacuation or Building Lock-Down:** Notification procedures and instructions need to be developed for clients who may visit the facility or need to access services in the event of an evacuation or lock down

situation. Alternative service locations or access numbers should be provided as appropriate.

- **Common Methods**
  - Same as # 3 above, excluding training, exercise, drills
  - Office reception, live telephone answering.
  - Voice messaging communication system.
  - In person, face to face communication.
  
- **Alternate Communication Methods:**
  - Establish client notification lists.
  - **DSHS Children's Administration statewide *Reconnecting Families* emergency information line for foster parents, youth, parents, and other caregivers** to access emergency information and report location and needs: **1-866-940-DSHS (3747)**. The phone line is **used only during and after a major or catastrophic event** and is for children under state care who are displaced or adversely affected by a disaster.
  - "Runners" designated to provide personal delivery of messages, information, etc.
  - Hand written notices/flyers on office door, etc.
  - TTY, Translation Services and other alternative systems.
  - Media sources may be appropriate. Determine in advance whether this method is to be used and coordinate with your administration and the DSHS Public Information Officer (PIO).

## **MEDIA NOTIFICATION**

All emergency related information must be routed through the DSHS Public Information Officer (PIO). Facilities/worksites, programs should designate a local PIO and this position must coordinate with the DSHS PIO.

You should inform the Communications Division immediately if the situation involves an emergency or crisis, such as a fatality, criminal activity involving staff or clients, serious injury to staff or clients, or serious damage to facilities that support services. The Communication Division shall:

- Notify Executive Management or Headquarters Emergency Support Team as necessary.
- Coordinate dissemination outside the department, as necessary.
- Coordinate activities with the media.

## **GOVERNOR'S OFFICE, EMD, AND HOMELAND SECURITY NOTIFICATION**

Under normal circumstances, coordination with the Governor's Office, EMD and Home Land Security (HLS) will occur at the Secretary's level by way of the Department's Emergency Management Liaison. In a catastrophic incident or at the request of the state agency liaison, the EMD will take responsibility for all interagency coordination activities through the state Emergency Operations Center (EOC).

**INITIAL REPORT OF EMERGENCY**

**INCIDENT DATE:**

**INCIDENT TIME:**

**IMPACTED FACILITY, OFFICE, OR PROGRAM:**

<b>Facility, Office, or Program Name:</b> (include all if co-located facility)		<b>Facility and Program Type:</b> (identify all that apply) <input type="checkbox"/> Residential (24 hr/7 day care) <input type="checkbox"/> Office, staff access only <input type="checkbox"/> Office, staff and client access <input type="checkbox"/> Under 5,000 square feet <input type="checkbox"/> 5,000 to 10,000 square feet <input type="checkbox"/> Over 10,000 square feet <input type="checkbox"/> Direct Client Interaction (in-person or by phone) <input type="checkbox"/> Other: (specify)	
<b>Administration/Division:</b>			
<b>Address:</b>			
<b>City:</b>		<b>County:</b>	<b>Region:</b>
<b>Emergency Contact:</b>		<b>Contact #:</b>	

**INCIDENT DESCRIPTION AND STATUS:**

<b>Description:</b>			
<b>Immediate Status</b> (people and site):			
	<b>Staff</b>	<b>Clients</b>	<b>Public</b>
<b>People Sheltering: (#)</b>			
<b>Injuries: (# and severity)</b>			
<b>Missing: (#)</b>			
<b>Fatalities: (#)</b>			
<b>Site or Building(s):</b>			
<ul style="list-style-type: none"> <li>• <b>Structure:</b></li> <li>• <b>Lights/Heat/Water:</b></li> <li>• <b>Communications:</b> (phone, email, in-coming and outgoing):</li> </ul>			
<b>Emergency Responders</b> (fire, police, EMT, other?):			
<b>Emergency Level Assessment:</b> (enter results assessment on page 2) <input type="checkbox"/> <b>Level 1 (Minor)</b> <input type="checkbox"/> <b>Level 2 (Major)</b> <input type="checkbox"/> <b>Level 3 (Catastrophic)</b>		<b>Command Need:</b> (enter results from assessment on page 2) <input type="checkbox"/> <b>No Command</b> <input type="checkbox"/> <b>Local Command</b> <input type="checkbox"/> <b>Agency Command</b> <input type="checkbox"/> <b>State-Level Command</b>	

**EMERGENCY CONTACT INFORMATION:** (for immediate contact at impacted facility, office, program)

<b>Name:</b> (include back-up)	<b>Position:</b>	<b>Contact #:</b>	<b>Alternative Contact #</b>

**REPORT SUBMITTED BY:**

<b>Name:</b>	<b>Position:</b>	<b>Contact #:</b>
<b>Report Date:</b>	<b>Report Time:</b>	<b>Alternative Contact #:</b>

**EMERGENCY LEVEL ASSESSMENT:** Check the most relevant description of impact (including potential impact) in the various categories. The Level with the most impact areas checked is the designated emergency level. Exception: Level 3 (Catastrophic) must have at least two of the bolded descriptions, marked with \*\*, checked to be designated as Level 3.

	<b>EMERGENCY LEVEL 1 MINOR</b>	<b>EMERGENCY LEVEL 2 MAJOR</b>	<b>EMERGENCY LEVEL 3 CATASTROPHIC</b>
<b>SCOPE OF DAMAGE</b> <input type="checkbox"/> if potential risk	<input type="checkbox"/> Localized incident is limited in scope to one building or one Administration.	<input type="checkbox"/> Multiple buildings, offices, facilities, or Administrations affected by incident.	<input type="checkbox"/> <b>**Significant disruption of essential community infrastructure (utilities, bridges and roads) from earthquakes, volcano, terrorism, etc.)</b>
	<input type="checkbox"/> Minor damage to hardware, software, building equipment, or workspace areas.	<input type="checkbox"/> Major repair or replacement of equipment or building systems may be required.	<input type="checkbox"/> <b>**Total destruction of a major building or worksite.</b>
<b>STAFF IMPACT</b> <input type="checkbox"/> if potential risk	<input type="checkbox"/> Limited minor injuries.	<input type="checkbox"/> Significant injuries or death.	<input type="checkbox"/> <b>**Mass casualties.</b>
	<input type="checkbox"/> Estimated re-occupancy time is under 24 hours.	<input type="checkbox"/> Staff prevented from getting to or remaining at work at numerous sites or a co-located facility for more than 24 hours.	<input type="checkbox"/> Permanent or long-term relocation of the worksite is required.
	<input type="checkbox"/> Staff absence less than 10%	<input type="checkbox"/> Staff absence greater than 10%, less than 20 %.	<input type="checkbox"/> Staff absence greater than 20%.
<b>ABILITY TO RESTORE</b>	<input type="checkbox"/> Estimated restoration time is under 24 hours.	<input type="checkbox"/> Estimated restoration time exceeds 24 hours.	<input type="checkbox"/> Long-term prohibited re-occupancy of a worksite with unknown restoration date.
	<input type="checkbox"/> Local response is adequate for restoring all systems	<input type="checkbox"/> Can be accomplished but may require coordination with external resources (local utility companies, DSHS Capital or Leased Facilities staff, ISSD, General Administration).	<input type="checkbox"/> Requires external resources (local utility company, DSHS Capital of Leased Facilities staff, ISSD, General Admin.)
<b>RESPONSE COORDINATION</b>	<input type="checkbox"/> Response coordination involves one Administration.	<input type="checkbox"/> Response coordination involves 2 or more Administrations (co-located facilities).	<input type="checkbox"/> Response coordination may involve external agencies or state Emergency Management Division.

**COMMAND NEED ASSESSMENT:** Check the most relevant description of command need based on the indications.

<b>NO COMMAND</b>	<b>LOCAL COMMAND</b>	<b>AGENCY COMMAND</b>	<b>STATE-LEVEL COMMAND</b>
<input type="checkbox"/> Incident can be managed "at-site" with regular administrative processes.  <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 1 (Minor) with limited impact <u>and</u></li> <li>Response/restoratio</li> </ul>	<input type="checkbox"/> Incident can be managed "at-site" with local site or program Command Team.  <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 1 (Minor) or Level 2 (Major) <u>and</u></li> <li>Response/restorati</li> </ul>	<input type="checkbox"/> Incident requires command or coordination by DSHS Regional or Headquarters Emergency Support Team (EST). <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 2 (Major) <u>and</u></li> <li>Local Command Team has been disabled <u>or</u></li> <li>Significant resources required</li> </ul>	<input type="checkbox"/> Incident requires command by emergency command team external to DSHS. (other agencies, Emergency Management Division, feds). <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 3 (Catastrophic) <u>or</u></li> </ul>

n can be managed within the chain of command.	on requires coordination by multiple departments or supervisors within the site or program.	(capital funding, specialized equipment, staff deployed from other sites) <u>or</u> <ul style="list-style-type: none"> <li>Multi-Administration impact that requires decision of sending staff home (ie, co-located facility)</li> </ul>	<ul style="list-style-type: none"> <li>State-wide event with multiple agency impact</li> </ul>
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**EMERGENCY MANAGEMENT NOTIFICATION REQUIREMENTS:** Use the below matrix to identify who to report emergency incident to, how to report, and when to report.

**NOTE:** ALL POLICIES AND PROCEDURES THAT IDENTIFY INCIDENT REPORTING REQUIREMENTS OR OTHER ADMINISTRATIVE REPORTING MUST CONTINUE TO BE FOLLOWED. THE BELOW EMERGENCY MANAGEMENT REPORTING REQUIREMENTS ARE **IN ADDITION** TO OTHER EXISTING REPORTING PROCEDURES.

**EMERGENCY MANAGEMENT NOTIFICATION MATRIX**

Check incident emergency Level and Command need. Notification requirement will be designated as Regular or Immediate and their requirements are defined below the matrix.

	NO COMMAND <input type="checkbox"/>	LOCAL COMMAND <input type="checkbox"/>	AGENCY COMMAND <input type="checkbox"/>	STATE-LEVEL COMMAND <input type="checkbox"/>
<input type="checkbox"/> <b>LEVEL 1</b>	Regular	Regular	N/A	N/A
<input type="checkbox"/> <b>LEVEL 2</b>	N/A	Regular	Immediate	N/A
<input type="checkbox"/> <b>LEVEL 3</b>	N/A	N/A	N/A	Immediate

**Regular:** Fax or email this form to Emergency Management Coordinator (address) by next business day.

**Immediate:** Immediately call Emergency Management Call Center at (number). You will then be instructed to fax or email this form to the Emergency Management Call Center at (number/address).

N/A: Not applicable.

.....  
**FOR EMERGENCY MANAGEMENT COORDINATOR USE ONLY**

POST-EVENT EMERGENCY INCIDENT CLASSIFICATION VERIFICATION	
<b>Initial Report Received:</b> <b>Date:</b> <b>Time:</b>	<b>Notification Method:</b> <input type="checkbox"/> <b>Regular:</b> <input type="checkbox"/> <b>Immediate:</b> <input type="checkbox"/> <b>Other: Note details:</b>
<b>Emergency Level Assessment:</b> <input type="checkbox"/> <b>Level 1 (Minor)</b> <input type="checkbox"/> <b>Level 2 (Major)</b> <input type="checkbox"/> <b>Level 3 (Catastrophic)</b>	<b>Command Need:</b> <input type="checkbox"/> <b>No Command</b> <input type="checkbox"/> <b>Local Command</b> <input type="checkbox"/> <b>Agency Command</b> <input type="checkbox"/> <b>State-Level Command</b>
<b>Report Forwarded To:</b>	

<b>After-Action Meeting Date:</b>		<b>After-Action Participants:</b>	
<b>Notes:</b>			
<b>Signed:</b>		<b>Date:</b>	

## **Facilities/Worksite Emergency Event Check List (Immediately following an event)**

### **Establish Command Post**

- Make sure everyone knows there is an emergency, by phone, radio, page, and e-mail.
- Assign recorder(s) (whiteboard(s), flip chart(s), tape recorder(s).
- Assign someone to manage phones.
- Establish check off list and ensure all being accomplished.
- Make sure someone is recording each event and time.

### **Activate EPRT**

- Muster report via Team Leader.
- Get and post damage assessment.
- Team to perform RICRA (Rescue, Investigate, Contain, Report, and Assist).

### **Communicate**

- Announcement for building occupants. Ask IC for input if time permits.
- Report to senior manager and/or IC.
- Activate communication procedures with region and headquarters.
  - Activate staff emergency notification contact list and local emergency services list.

### **Manage Incident**

- Prioritize damage reports and assign resources.
  - Initiate Incident Action Plan(s) (IAP).
  - Follow up announcement.
  - Implement MOUs/MAAs if additional resources required.
  - Determine level of emergency and plan accordingly.

### **Return to Normal Operations**

- Make announcement, tell personnel what to expect.
- sweep areas.
- Get muster report from Team Leader. Make sure everyone is accounted for,
- Do post operation debrief.

**Acronyms**

CA	Children's Administration
CATS	Children's Administration Technology Services
CEMP	Comprehensive Emergency Management Plan
DOH	Department of Health
DOP	Department of Personnel
DSHS	Department of Social and Health Services (state)
EMAC	Emergency Management Advisory Committee (DSHS)
EMD	Emergency Management Division (Washington State Military Department)
EPRT	Emergency Planning and Response Team
EOC	Emergency Operations Center
ESF	Emergency Support Function
EST	Emergency Support Team
F&OS	Finance and Operations Support Division (CA)
FO	Field Operations Division (CA)
HIVA	Hazard Identification and Vulnerability Assessment
HR	Human Resource
HRD	Human Resource Division (DSHS)
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
MOU	Memorandum of Understanding
NIMS	National Incident Management System (federal)
NRP	National Response Plan (federal)
P&PI	Program and Practice Improvement Division (CA)
PIO	Public Information Officer
PTSD	Post Traumatic Stress Disorder
RCT	Regional Command Teams (state)
RCW	Revised Code of Washington
RRTF	Recovery & Restoration Task Force (state)
WAC	Washington Administrative Code

**DSHS Administrations, Divisions, and Offices**

**ADSA            Aging and Disability Services Administration**  
AAA            Area Agencies on Aging  
DDD            Division of Developmental Disabilities  
HCS            Home and Community Services  
MSD            Management Services Division  
RCS            Residential Care Services

**CA                Children's Administration**

**ESA               Economic Services Administration**  
CSD            Community Services Division  
DCS            Division of Child Support  
DEAP           Division of Employment and Assistance Programs  
DMRS           Division of Management Resources & Services  
ITD            Information Technology Division  
OPADA        Office of Public Assistance Data Analysis  
STRU           State Tribal Relations Unit

**HRSA            Health and Recovery Services Administration**  
DASA           Division of Alcohol and Substance Abuse  
ODHH          Office of the Deaf and Hard of Hearing  
MHD           Mental Health Division

**JRA               Juvenile Rehabilitation Administration**

**OS                Office of the Secretary**  
ASD            Administrative Services Division  
BUD            Budget Office  
CD             Communications Division  
CFO            Chief Financial Officer  
DAO            Diversity Affairs Office  
FSA            Financial Services Administration  
DFI            Division of Fraud Investigations  
GCR            Government and Community Relations  
GJJAC        Governor's Juvenile Justice Advisory Committee  
HRD            Human Resources Division  
IPSS           Indian Policy and Support Services  
ISSD           Information System Services Division  
ITO            Information Technology Office  
OJJ            Office of Juvenile Justice  
LBD            Lands and Buildings Division  
MSA            Management Services Administration  
MSFO        Management Services Fiscal Office  
OAS            Office of Accounting Services  
OFR            Office of Financial Recovery  
OSRM        Office of Safety and Risk Management  
PA             Public Affairs  
RDA            Research and Data Analysis Division

## **GLOSSARY OF TERMS**

**AG:** Attorney General (federal and state)

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or Tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**All-Hazard:** Covering all possible hazards whether natural, accidental, negligent, or intentional.

**All-Hazard Preparedness:** Preparedness for domestic terrorist attacks, major disasters, and other emergencies.

**Alternate Emergency Operations Center (AEOC):** An established location to evacuate to in the event that the primary EOC is not available due to natural or manmade causes.

**American Red Cross (ARC):** A volunteer organization which works closely with government at all levels in planning for and providing assistance to disaster victims. The ARC operates under a Congressional charter. All of its disaster assistance is based on verified disaster-caused need, and is an outright grant from donations from the American people.

**Authority:** the power to control, judge or prohibit the actions of others based on statutory, regulatory, or delegated right.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assisting Agency:** An agency, or organization, that provides personnel services, or other resources, to an agency with direct responsibility for incident management. See also Supporting Agency.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in Staging Area.

**Bioterrorism (BT):** The use of a biological agent in a terrorist incident; the intentional use of a microorganism or toxins derived from living organisms to produce death or disease in humans, animals, or plants.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**CBRNE:** Chemical, biological, radiological, nuclear and explosive events—types of human-made disasters, which may be accidental or intentional.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer (PIO), Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants as needed.

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Cooperating Agency:** An agency supplying assistance, other than direct operational, support functions, or resources, to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Comprehensive Emergency Management Plan (CEMP):** The framework for Washington State for mitigation, preparedness, response, and recovery activities. Its intent is to provide a structure for standardizing plans statewide and to facilitate interoperability between local, state, and federal governments.

**Damage Assessment:** The appraisal, or determination of the actual effects resulting from a technological or natural disaster.

**Department of Information Systems (DIS)** (state)

**Department of Health (DOH):** (state)

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can

act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Disaster (Major)** (Stafford Act definition): Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this chapter to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency:** Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, and emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management Advisory Committee (EMAC), DSHS:** Authorized by the Secretary of DSHS and Management Team in February 2004 as a way for the agency to be informed and educated on issues of Emergency Management. Develop, review, coordinate and make recommendations to Executive Management regarding all aspects of emergency management disaster planning and recovery efforts.

**Emergency Management Council (EMC):** This council is advisory to the Governor on Emergency Management issues.

**Emergency Operations Centers (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, Tribal), or multi-jurisdictional.

**Emergency Operations Plan:** The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Operating Procedure (EOP):** A prescribed procedure to be followed during an emergency incident.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Response Provider:** Includes Federal, State, local, and Tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency

facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as: *Emergency Responder*.

**Emergency Support Function (ESF):** The functional approach that groups the types of assistance that a state is most likely to need, (e.g. mass care, health and medical services) as well as the kinds of federal operations support necessary to sustain state response actions (e.g., transportation, communications). ESF are expected to support one another in carrying out their respective missions.

**Emergency Planning and Response Team (EPRT):** Teams formed within DSHS Regions, Administrations, Divisions, or Offices to provide planning, leadership, and response functions to emergency incidents or disaster situations.

**Emergency Support Team (EST):** DSHS Executive Management Emergency Command Team formed during times of emergency incidents or disaster to provide support, direction, and Command functions to DSHS staff, EMD, state agencies, the general public and others. The Secretary will establish team membership and provide direction as necessary.

**Essential Services Personnel:** Those positions providing service that must be maintained regardless of the emergency situation to ensure quality care and public safety. These positions include direct care in 24-hour, 7 day a week programs, such as residential services, emergency services medication delivery.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** A planned, non-emergent activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Executive Order:** A rule or order having the force of law, issued by an executive authority of a government.

**Exercise:** A practice/simulated response to a natural or technological disaster involving planning, preparation, and execution. It is carried out for the purpose of training and/or evaluation.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Federal Emergency Management Agency (FEMA):** The federal agency responsible for the U.S. government's portion of the comprehensive emergency management program. It consists of a national office in Washington, D.C. and ten regional offices, one of which (Region X) is located in Bothell, Washington.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Governor's Authorized Representative (GAR):** Serves as the State's representative for the execution of all necessary documents for disaster assistance following a gubernatorial or Presidential declaration of an emergency or disaster.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See *Division*)

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Hazardous Materials (HAZMAT):** Any element, compound, or combination thereof, which is flammable, corrosive, detonable, toxic, radioactive, an oxidizer, an etiologic agent, or highly reactive, and which, because of handling, storing processing, or packaging, may have detrimental effects upon operating and emergency personnel, the public, equipment and/or the environment.

**Immediate Services Program (ISP):** A grant awarded by FEMA to states to develop crisis-counseling program for 60 days, after a presidential declaration of an emergency.

**Incident:** An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Commander (IC):**

The individual responsible for all incident activities, including the development of strategies, tactics, and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Command Team (ICT):** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objective are based on realistic expectations of what can be accomplished when all allocated resources have been effectively

deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Information Officer:** The Information Officer is responsible for the development and release of accurate and complete information regarding the incident and to serve as the point of contact for the media and other appropriate agencies requiring information directly from the incident scene.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial response:** resources initially committed to an incident.

**Intelligence Officer:** The Intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Inter-local Agreement:** Agreement or contract between government entities at the local level.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, Tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local:** For the purpose of the DSHS Emergency Plan, the term *Local* will refer to city, county or Tribal jurisdictions.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government, an Indian Tribe or authorized Tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation, a rural community, unincorporated town or village, or other public entity. See Section 2 (1), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is:

“Any natural catastrophe (including any hurricane, tornado, storm, high water, win-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, Tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

**Management By Objective (MBO):** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives, developing and issuing assignments, plans, procedures, and protocols, establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives, and documenting results to measure performance and facilitate corrective action.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations—Federal, State, local and Tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-agency Coordination Entity:** A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multi-agency Coordination Systems:** Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement (MAA) or Memorandum of Understanding (MOU):** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

**National:** Of a nationwide character, including the Federal, State, local, and Tribal aspects of governance and policy.

**National Disaster Medical System (NDMS):** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

**National Incident Management System (NIMS):** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local and Tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and Tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Response Plan (NRP):** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross (ARC).

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan (IAP). Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Outreach:** A method for delivering services to disaster survivors and victims. It consists primarily of face-to-face contact with survivors in their natural environments in order to provide disaster-related services. Outreach is the means by which services are made available to people.

**Personnel Accountability:** the ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the IAP.

**Post-Traumatic Stress Disorder (PTSD):** A disorder caused by experiencing traumatic events that result in prolonged anxiety and emotional distress.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** Groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Psychological First-Aid:** Pragmatically oriented interventions with disaster survivors or emergency responders targeting acute stress reactions and immediate needs. The goals of psychological first-aid include the establishment of safety, stress-related symptom reduction, restoration of rest and sleep, linkage to needed resources and re-connection with social supports.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMD materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational

awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery:** The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed by a State, local, or Tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Resilience:** The ability to maintain relatively stable physical and psychological functioning.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreement; the use of special Federal, State, local, and Tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operation; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Risk:** A measure of the harm to human health that results from being exposed; uncertainty that surrounds events and outcomes.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Operating Procedure (SOP):** A prescribed procedure to be followed routinely.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**State Coordinating Officer (SCO):** The individual appointed by the Governor to act in cooperation with the Federal Coordinating Officer to administer disaster recovery efforts. The SCO may also function as the Disaster Recovery Manager and as the Governor's Authorized Representative.

**State Emergency Operations Center (SEOC):** The facility within the Division of Emergency Management, located at Camp Murray, Tacoma, Washington, from which state emergency/disaster operations are coordinated.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A set number of resources of the same kind, and type, that have an established minimum number of personnel.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Surge:** Refers to the initial influx of patients in the immediate aftermath of a disaster.

**Task Force:** Any combination of resources assembled to support a specific mission operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and Tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of an State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tribal:** Any Indian Tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Type 2 because of size, power, capacity, or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See *Area Command*.)

**Unified Command (UC):** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** the organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** the concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For the purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., U.S.C. 742f© and CFR 553.101.

**Washington Voluntary Organizations Active in Disaster (WAVOAD):** A group of organizations providing voluntary assistance following an emergency or disaster.



# Continuity of Operations Plan

## State of Washington

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Department of Social and Health Services  
Children's Administration

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September 2007



**CA** Children's Administration

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## Introduction

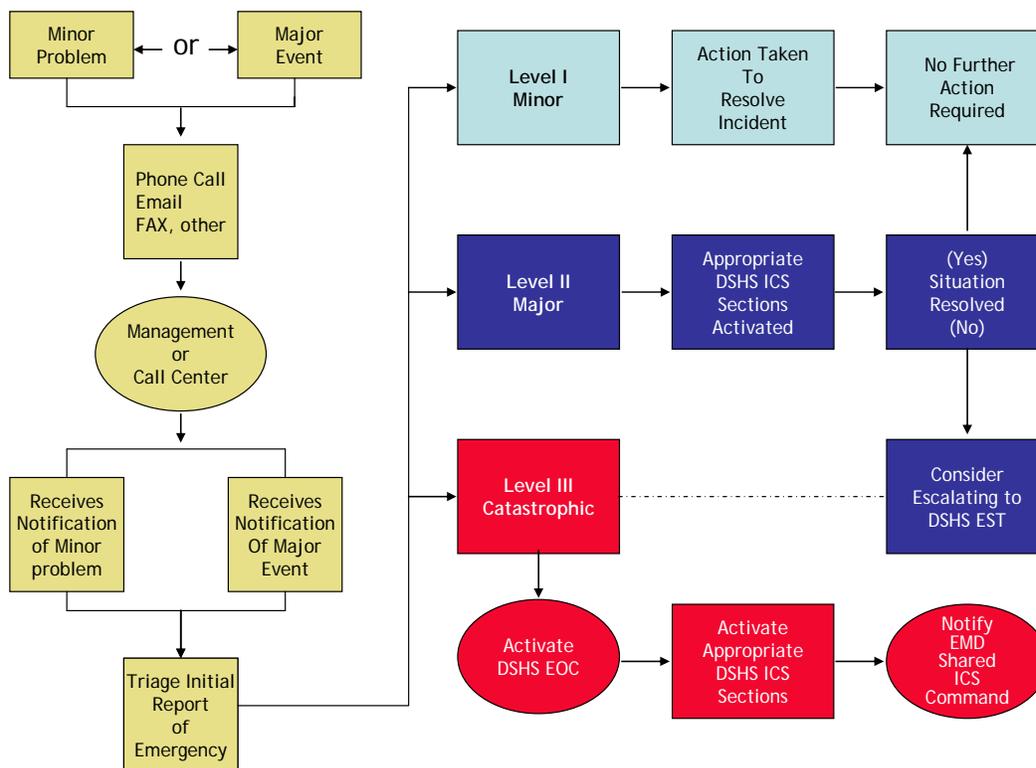
The Department of Social and Health Services (DSHS) Children's Administration (CA) has the overall authority and responsibility to protect employees, clients, automated data systems, and business operations during an event that causes interruption of normal day-to-day business or which may cause harm. The CA Emergency Management Plan and the DSHS Comprehensive Emergency Management Plan provide the foundational framework and roadmap to analyze and mitigate potential probable threats and risks associated with an emergency event. The Continuity of Operations Plan identifies business operations, service delivery, and key employees and their roles during and after an emergency or disaster event (see also Appendix 1).

Threat or disaster events occur in many forms, e.g., fire, flood, bomb threat, threat of physical injury, technological threats, weapons, pandemic disease, bio-terrorism, civil disturbance, natural disasters, gas or hazardous chemical leaks, utility failures, or any other event that places the environment at risk of being unsafe or uninhabitable for clients, visitors, and employees. Such events may require DSHS participation in a standard incident response system. Key emergency numbers and areas of responsibility are attached (see Appendix 2).

## Emergency Event Response

Response to an emergency event depends on its classification level. The local site or program makes the first determination regarding the emergency and command levels and immediate notification requirements. The Emergency Notification and Command Levels (see Appendix 3), the Initial Report of Emergency and other tools (see Appendix 4) are attached. The Secretary and Assistant Secretary determine the individuals needed to respond to the event.

### Triage and Notification



## Incident Command System

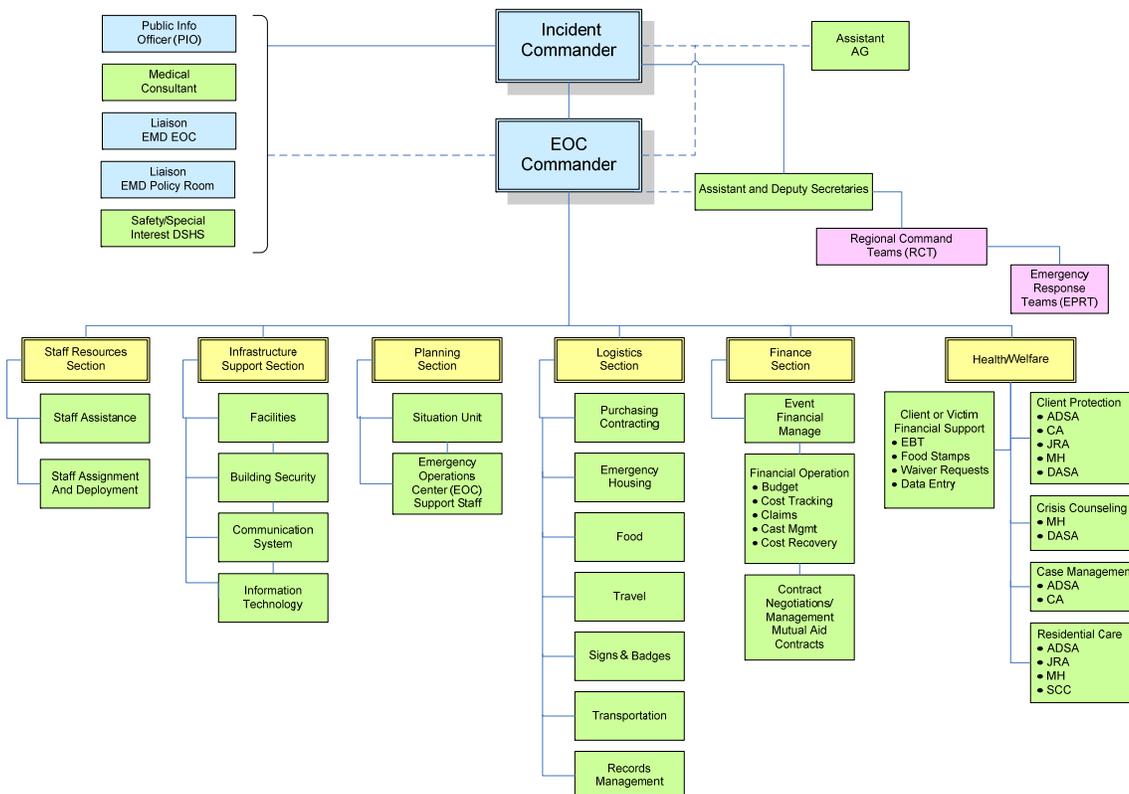
An essential piece in emergency planning is determining who is in charge during an event and what they need to do. Minor events may not require establishing a command structure. Large scale events may require multiple command teams responding to a single incident.

If a major or catastrophic event occurs, the department may activate an Incident Command System (ICS). This includes certain Level 2 events—all events that affect DSHS co-located facilities—and all Level 3 events. The National Incident Management System (NIMS) requires that response to all domestic incidents use a common management structure that enables all government, private-sector, and non-governmental organizations to work together during domestic incidents.

The Incident Command Section Team consists of a leader, the Incident Commander, and other staff who are responsible for the various parts of the plan. The Incident Commander has overall responsibility for managing the event by objectives, planning strategies, and implementation tactics. The number of Incident Command System staff needed to respond to an emergency depends on the size and seriousness of the event.

**DSHS Headquarters Command Emergency Support Team (EST):** The Headquarters Command EST functions only during certain major or catastrophic events. Its role generally is to support regional and local command teams; however, it could be designated as primary command in a large scale event. In a catastrophic event, this EST will likely be coordinating with other state agencies and the federal government.

## DSHS Emergency Support Team



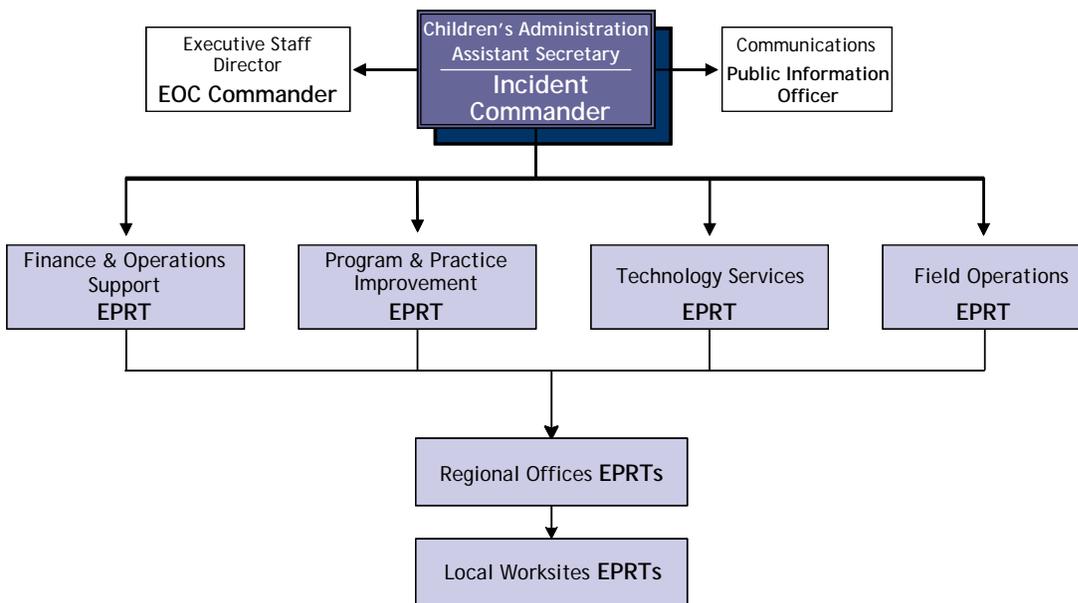
The DSHS command structure ensures an orderly response to an event, which leads to the recovery of business operations and service delivery. Emergency response should occur at the lowest organizational level possible. Command teams within DSHS:

- **Local Command Team** responds and manages an incident at the site where the incident occurred (facility or office).
- **Program or Support Services Incident Command Teams** manage the continuity of service delivery. They generally do not originate from the site where the incident occurred. They may operate remotely from the affected site or they may travel to the affected site.
- **DSHS Regional Emergency Support Teams (EST)** will be established in all regions (1-6) and consists of staff representing each of the DSHS Administrations that have employees or services in the field. Generally, these teams function only during certain major or catastrophic events to support local command teams and provide command coordination.

Children's Administration may establish an Incident Command Team at the headquarters level. The Assistant Secretary or designee will assume the role of Incident Commander and coordinate with and take direction from the DSHS Secretary through the Executive Team or the DSHS Emergency Support Team, if activated. The Incident Command Team has responsibility for communicating with the secondary level of response teams.

In the event of a major or catastrophic disaster, the Children's Administration headquarters may activate its Emergency Planning and Response Team (EPRT) (Appendix 1) to assist the affected area(s) and support the continuance of vital services.

### Children's Administration Incident Command System (ICS)



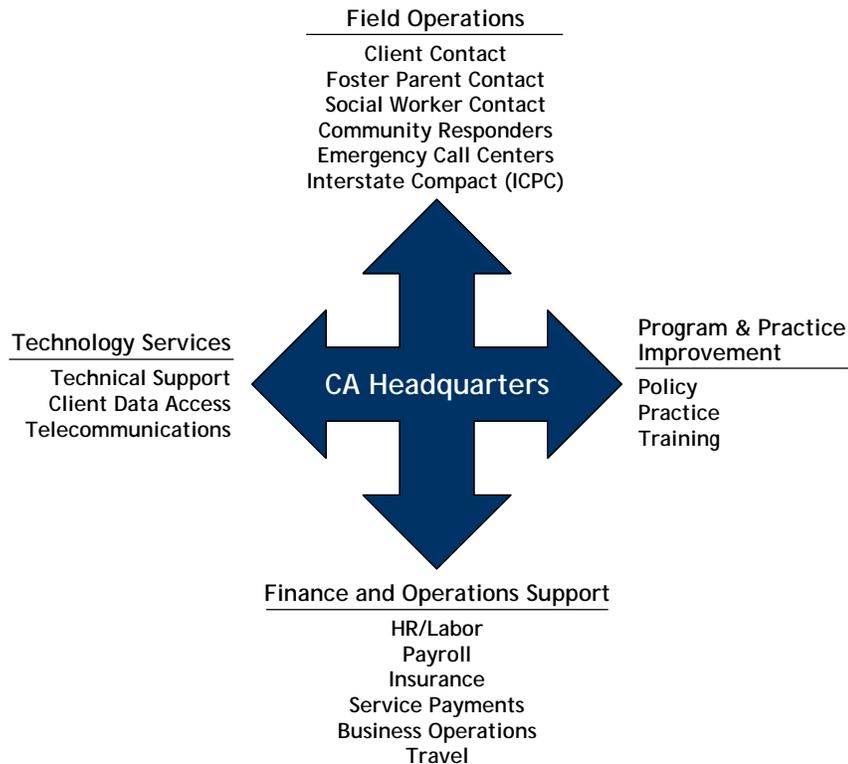
**Emergency Planning and Response Teams (EPRTs)** provide planning and leadership, and respond to emergency situations or disaster events for DSHS programs, facilities, and worksites. These teams report to the Division Director, unless directed otherwise. Their purpose is to minimize the impacts of emergencies and disasters on the people, property, environment, and economy of Washington State. They function to:

- Protect the safety of staff, clients, and visitors and protect state physical assets.
- Assure business continuity.
- Establish emergency communication with DSHS Headquarters and Regional Command centers.

- Support local jurisdiction responders and state-wide emergency responders in the case of a disaster.

The Emergency Planning and Response Teams established in each Division within the Children's Administration perform response and recovery activities according to their program areas. The following are the primary activities for each Division (see also Appendices 5-8).

### Disaster Response and Recovery Responsibilities by Division



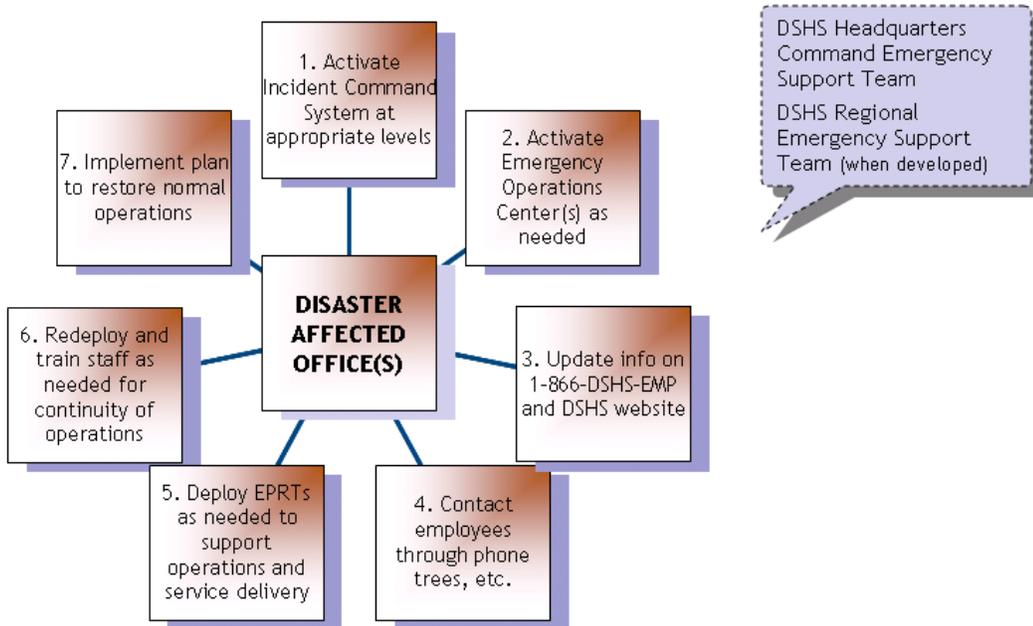
Depending on the severity and location of the event, the Assistant Secretary or designee may activate a Children's Administration Emergency Operations Center (EOC). During some events, the Assistant Secretary may take a role with the DSHS Emergency Support Team. In that case, the management of the event within Children's Administration will be assumed by the Emergency Operations Center Commander.

The incident command team located at the EOC may direct the deployment of the divisional Emergency Planning and Response Teams (EPRTs) and make executive level decisions to begin the business recovery process following a disaster.

## Major or Catastrophic Disaster Response Process

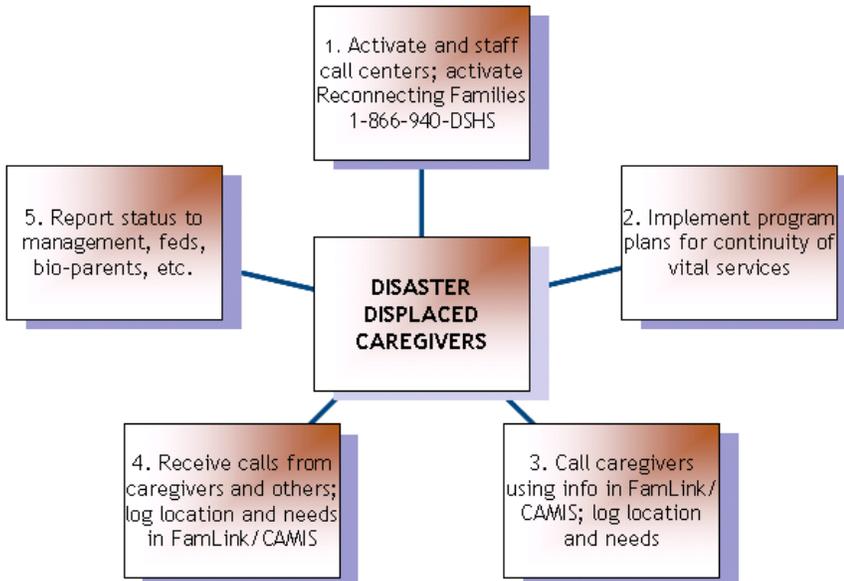
### Disaster Affected Offices

Activating the command plan and the level of activation will be determined by the Incident Commander, or designee.



### Displaced Caregivers—Continuity of Vital Services

Disaster response emergency call centers will be activated as appropriate to respond to new calls for services and child abuse and neglect referrals (intake), as well as serve as a point of contact for foster parents, biological parents, and other caregivers (see also Appendix 9).



**Command Priority Activities**

The Incident Command Team performs response and recovery activities to achieve short and long-term goals and objectives. These include, but are not limited to the following command priorities.

<b>Command Priority Activities</b>	
<b>Assistant Secretary</b>	
<p><b><u>Key Position</u></b></p> <p>CHERYL STEPHANI Assistant Secretary <a href="mailto:StephCS@dshs.wa.gov">StephCS@dshs.wa.gov</a></p> <p>(360) 902-7820 (O) (360) 357-4291 (H) (360) 791-2388 (Cell) (360) 902-7848 (FAX)</p> <p><b><u>Alternate</u></b></p> <p>DEBORAH PURCE Executive Staff Director <a href="mailto:PUDE300@dshs.wa.gov">PUDE300@dshs.wa.gov</a></p> <p>(360) 902-7788 (O) (360) 867-1803 (H) (206) 328-7924 (H) (206) 331-0421 (Cell) (360) 902-7848 (FAX)</p>	<p>As member of the DSHS Emergency Support Team (if activated), participates in DSHS Incident Command activities and supports the State and DSHS emergency management missions.</p> <p>As Incident Commander, has the overall responsibility for managing the event by objectives, planning strategies, and implementing tactics. Activates and deactivates the agency Emergency Operations Center (EOC) at the direction of the DSHS Secretary or DSHS Emergency Support Team. Establishes the appropriate staffing level and continuously monitors organizational effectiveness. Manages tactical activities and implements the Incident Action Plan.</p> <p>Activates (and may direct) Children's Administration Emergency Planning and Response Teams (EPRTs) at the headquarters level.</p> <p>Performs executive level oversight for Children's Administration operations; final authority on triage capacity and critical field decisions within affected areas.</p> <p>In coordination with the general staff, sets priorities for response and recovery efforts and ensures that actions are accomplished.</p> <p>Acquires and allocates resources and approves emergency expenditures to support emergency response and recovery.</p> <p>Exercises overall management responsibility for coordination between the DSHS Emergency Support Functions within the operational area.</p> <p>At the executive level, coordinates response and recovery actions with other DSHS administrations. Establishes communications links with DSHS Executive Management and local emergency partners.</p> <p>Provides ongoing briefings to key staff on roles and responsibilities as well as situational updates.</p> <p>Develops a transition plan to restore normal operations.</p>

## Command Priority Activities

### Assistant Attorney General

#### Key Position

STEVE HASSETT  
Office of the Attorney  
General  
[StephenH@ATG.wa.gov](mailto:StephenH@ATG.wa.gov)

(360) 586-6503 (O)  
(360) 943-8502 (H)  
(360) 485-3145 (Cell)  
(360) 586-6662 (FAX)

#### Alternate

SHEILA HUBER  
Office of the Attorney  
General  
[SheilaH1@ATG.wa.gov](mailto:SheilaH1@ATG.wa.gov)

(360) 586-6501 (O)  
(360) 438-0347 (H)  
(360) 280-6930  
(Pager/Blackberry)  
(360) 280-1771 (Cell)  
(360) 586-6662 (FAX)

Provides legal counsel to the Incident Commander regarding emergency actions, agency liabilities, and potential legal issues with regard to policy and law impacted by an emergent event.

## Command Priority Activities

### Technology Services

#### Key Position

DAWN TATMAN  
 Director, CATS  
[DAWT300@dshs.wa.gov](mailto:DAWT300@dshs.wa.gov)

(360) 412-3913 (O)

(360) 455-7451 (H)

(360) 951-3344 (Cell)

(360) 407-0985 (FAX)

#### Alternate

RUSS SCHMIDT  
 Deputy Director  
[SRCM300@dshs.wa.gov](mailto:SRCM300@dshs.wa.gov)

(360) 412-3907 (O)

(360) 534-0373 (H)

(360) 480-4140 (Cell)

(360) 407-0985 (FAX)

Activates and directs CATS Emergency Planning and Response Team (EPRT).

Implements recovery strategies and procedures to minimize loss of client data and maintain access to client data to ensure the safety, permanency, and well-being of children and youth under state care or supervision.

Prioritizes access to redundant systems and the acquisition and distribution of information technology and communications equipment to any or all of the emergency response call center location(s) activated to continue services for the affected area(s):

- Seattle Central Intake (primary)
- Kent
- Lynnwood
- Tacoma
- Spokane
- Yakima
- Tumwater
- Vancouver

Provides technical assistance to the affected areas.

Authorizes impact expenditure decisions and reports recovery progress through the CA management structure.

## Command Priority Activities

### Finance and Operations Support

#### Key Position

KEITH PHILLIPS  
 Director, FOSD  
[Phke300@dshs.wa.gov](mailto:Phke300@dshs.wa.gov)

(360) 902-7912 (O)

(360) 357-6435 (H)

(360) 902-7903 (FAX)

#### Alternate

JANN HOPPLER  
 Office Chief, Federal  
 Funding and Contracts  
[Jhop300@dshs.wa.gov](mailto:Jhop300@dshs.wa.gov)

(360) 902-7936 (O)

(360) 943-3326 (H)

(360) 561-6904 (Cell)

(360) 971-4575  
 (Pager/Blackberry)

(360) 902-7903 (FAX)

Activates and directs FOSD Emergency Planning and Response Team (EPRT).

Ensures immediate emergency response to safeguard placements through continuous flow of payments to foster homes, caregivers, facilities, service providers, and vendors within affected areas. This includes maintaining contract administration integrity.

Maintains continuous human resource support to ensure adequate workforce within affected areas and ensure continued compensation/benefits to staff.

Coordinates with the Field Operations Division regarding human resource activities, resolves issues, and determines status of personnel adversely affected by the event.

Coordinates with the Field Operations Division regarding staff redeployment, stress-management resources, counseling, guidance, and support.

Facilitates preparation and submission of any injury reports or medical claims, and assists with disaster-related notifications.

Assists response and recovery teams with travel arrangements to alternate operational sites.

Reviews leave policies and works with the Union, Department of Personnel, and the DSHS Human Resources Division to implement waiver process for absenteeism caused by emergent situation.

Coordinates with the OB-2 building Safety Committee and DSHS EPRT teams should building evacuation be necessary; accounts for all agency personnel who were present in the building and secures the premises.

## Command Priority Activities

### Program and Practice Improvement

#### Key Position

ROSS DAWSON  
 Director, P&PI  
[DAWR300@dshs.wa.gov](mailto:DAWR300@dshs.wa.gov)

(360) 902-7909 (O)  
 (360) 705-0830 (H)  
 (360) 561-0713 (Cell)  
 (360) 902-7903 (FAX)

#### Alternate

TAMMY CORDOVA  
 Office Chief  
[CTAM300@dshs.wa.gov](mailto:CTAM300@dshs.wa.gov)

(360) 902-7926 (O)  
 (253) 833-6522 (H)  
 (360) 701-0211  
 (Pager/Blackberry)  
 (206) 498-4408 (Cell)  
 (360) 902-7903 (FAX)

Activates and directs P&PI Emergency Planning and Response Team (EPRT).

Oversees delivery of field policy components that may be adversely impacted during a disaster.

Advises Assistant Secretary regarding proposed emergency practice directives (policy) implementation or suspension.

Ensures training programs are available for new hires and redeployed staff during and after a disaster event.

## Command Priority Activities

### Field Operations

#### Key Position

STEVE WICKMARK  
 Director, FOD  
[WCKM300@dshs.wa.gov](mailto:WCKM300@dshs.wa.gov)  
 (360) 902-7982 (O)  
 (253) 941-6791 (H)  
 (206) 719-4406p (Cell)  
 (360) 561-4219  
 (Pager/Blackberry)  
 (360) 902-7903 (FAX)

Activates and directs FOD Emergency Planning and Response Team (EPRT).

Implements procedures for continuity of vital service delivery, including coordination with providers, Tribes, and recognized Indian organizations.

Under the direction of the Assistant Secretary, activates and staffs one or all of the disaster response emergency call centers:

- Seattle Central Intake (primary)
- Kent
- Lynnwood
- Tacoma
- Spokane
- Yakima
- Tumwater
- Vancouver

#### Alternate

SHARON GILBERT  
 Deputy Director, FOD  
[GilbeSA@dshs.wa.gov](mailto:GilbeSA@dshs.wa.gov)  
 (360) 902-7822 (O)  
 (360) 533-4030 (H)  
 (360) 280-1366 (Cell)  
 (360) 971-7218  
 (Pager/Blackberry)

Prioritizes key decisions regarding the safety, permanency, and well-being of all children and youth under state care or supervision.

Prioritizes services and service requirements based on workforce availability, and authorizes emergency service expenditures.

Assumes operational control of the Regional Medical Consultants and provides emergency medical triage and consultation for children under state care or supervision.

#### Central Services

JEANNE MCSHANE  
 Office Chief  
[jmcs300@dshs.wa.gov](mailto:jmcs300@dshs.wa.gov)  
 (360) 902-7858 (O)  
 (360) 753-5224 (H)  
 (306) 481-6932 (Cell)

Coordinates with the Finance and Operations Support Division regarding staff redeployment, human resource activities, staff stress-management resources, counseling, guidance, and support.

Monitors field operations and provides reports to the incident command regarding disaster response and recovery in the affected area(s).

Implements the transition plan to restore normal operations.

**Command Priority Activities**

**Field Operations, Licensed Resources**

**Key Position**

PLEAS GREEN  
 Administrator  
[PLSG300@dshs.wa.gov](mailto:PLSG300@dshs.wa.gov)

(306) 902-8348 (O)

(425) 889-9747 (H)

(206) 427-8155 (Cell)

(360) 902-7588 (FAX)

**Alternate**

KYLE SMITH  
 Deputy Administrator  
[Smky300@dshs.wa.gov](mailto:Smky300@dshs.wa.gov)

(360 ) 902-0254 (O)

(360) 459-7030 (H)

(360) 481-1204 (Cell)

(360) 971-9378  
 (Pager/Blackberry)

(360) 902-2588 (FAX)

Implements protocols to communicate with licensed foster parents, residential facilities, and child placing agencies.

Implements emergency licensing protocols.

Assists foster parents, residential facilities, and child placing agencies to remediate temporary deficiencies; develops waivers or administrative approvals as needed.

Supports current placement resources; prioritizes protection of children from abuse and neglect and maintaining permanency in placements.

Implements the transition plan to restore normal operations.

## Command Priority Activities

### Field Operations, Child and Family Services

#### Key Position

#### Region 1

MARTY BUTKOVICH  
 Administrator  
[MBUT300@dshs.wa.gov](mailto:MBUT300@dshs.wa.gov)  
 (509) 363-3363 (O)  
 (509) 280-2455 (H)  
 (509) 435-7458  
 (Pager/Blackberry)  
 (509) 363-4625 (FAX)

#### Region 2

KEN NICHOLS  
 Administrator  
[NIKE300@dshs.wa.gov](mailto:NIKE300@dshs.wa.gov)  
 (509) 454-6930 (O)  
 (509) 966-7138 (H)  
 (509) 654-4979  
 (Pager/Blackberry)  
 (509) 860-0886p (Cell)  
 (509) 575-2683 (FAX)

#### Region 3

RANDY HART  
 Administrator  
[Hara300@dshs.wa.gov](mailto:Hara300@dshs.wa.gov)  
 (425) 339-4776 (O)  
 (425) 338-1955 (H)  
 (425) 314-4939  
 (Pager/Blackberry)  
 (425) 280-1366 (Cell)  
 (425) 339-2907 (FAX)

#### Regional Level:

Determines initial level of emergency and the required response.

Coordinates activation and deactivation of the Regional Emergency Operations Center (EOC).

Coordinates EOC operations with local emergency response agencies (example, law enforcement, public services, federal agencies).

Activates and directs regional Emergency Planning and Response Team (EPRT).

Redeploys staff as needed during the emergency and coordinates service delivery with local providers.

Maintains integrity of service delivery and communicates needs to Field Operations Division Director.

Implements communication protocols to report status of emergency to regional and headquarters staff.

Communicates with adjacent states to provide continuity of service delivery to children transferring across state lines; ensures that state ICPC managers are kept informed on a daily basis of any and all children crossing state lines.

Communicates and integrates services with local Tribes and Indian organizations.

Implements the transition plan to restore normal operations.

#### Local Area Level:

Coordinates with the local Regional Administrator in determining the level of emergency and the response required.

Activates and directs local office Emergency Planning and Response Teams (EPRTs) and coordinates with regional leadership and/or the regional EPRT.

Deploys staff as needed for continuity of operations during and

<p><b><u>Region 4</u></b></p> <p>JOEL ODIMBA          Administrator (Interim)  <a href="mailto:ODJO300@dshs.wa.gov">ODJO300@dshs.wa.gov</a></p> <p>(206) 691-2513 (O)          (253) 476-1906 (H)          (253) 380-6855 (Cell)          (206) 281-6306 (FAX)</p> <p><b><u>Region 5</u></b></p> <p>NANCY SUTTON          Administrator  <a href="mailto:SUTN300@dshs.wa.gov">SUTN300@dshs.wa.gov</a></p> <p>(253) 983-6258 (O)          (253) 857-4087 (H)          (253) 426-2571          (Pager/Blackberry)          (253) 219-9607 (Cell)          (253) 593-2773 (FAX)</p> <p><b><u>Region 6</u></b></p> <p>MYRA CASEY          Administrator  <a href="mailto:MYRC300@dshs.wa.gov">MYRC300@dshs.wa.gov</a></p> <p>(360) 725-6820 (O)          (360) 970-0096 (Cell          only)          (360) 280-5630          (Pager/Blackberry)          (360) 725-6769 (FAX)</p>	<p>after the emergency, including staffing for the Regional Emergency Operations Center (EOC) and the local emergency call center, if activated.</p> <p>Communicates with adjacent states to provide continuity of service delivery to children transferring across state lines; ensures that regional and state ICPC managers are kept informed on a daily basis of any and all children crossing state lines.</p> <p>Implements protocols to communicate with regional and headquarters staff on status of emergency, including resource needs.</p> <p>Implements the transition plan to restore normal operations.</p>
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## **Lines of Succession**

Lines of succession for key positions are established and maintained to ensure continuity of operations. The line of succession should be of sufficient depth to ensure the agency's ability to continue to provide vital services should a disaster disrupt normal operations.

In the event an individual is unable to fulfill the key role, the alternate will assume responsibility for the program area. Alternates are empowered to act on behalf of the key individual. While the previous pages identify one alternate for the key positions, the program, regional, and worksite plans identify additional individuals empowered to act on behalf of the key position.

In the event of a catastrophic disaster, delegation of authority may be transferred to another DSHS office or administration.

## EMERGENCY PLANNING AND RESPONSE TEAM (EPRT)

### FACILITY, WORKSITE, OR PROGRAM:

<b>Facility, Worksite, or Program Name:</b> Headquarters, OB-2	<b>Administration/Division:</b> Children's Administration		
<b>Facility and Program Type:</b> (identify all that apply) <input type="checkbox"/> Residential (24 hr/7 day care) <input checked="" type="checkbox"/> <b>Office</b> <input type="checkbox"/> Warehouse or Shop <input type="checkbox"/> Staff access only <input type="checkbox"/> Staff and client access <input type="checkbox"/> Direct Client Interaction (in-person or by phone) <input type="checkbox"/> Other: (specify)			
<b>Plan Type:</b> Check appropriate box to describe the purpose of this emergency plan.			
<b>Worksite</b>	<input type="checkbox"/> Facility Providing Residential Care	<input type="checkbox"/> Office or facility (non-residential) with 11 or more staff	
<b>Program</b>	<input type="checkbox"/> Administration Vital Service Plans		
<b>Support Plan</b>	<input type="checkbox"/> Specialized or Support Service Plans		
<b>Command Plan</b>	<input checked="" type="checkbox"/> <b>Headquarters</b>		
<b>Address:</b> 1115 Washington St. S.E.	<b>City:</b> Olympia	<b>County:</b> Thurston	<b>Region:</b>

### FORM PREPARED BY:

<b>Name:</b> Chris Trujillo	<b>Position:</b> Emergency Management Manager	<b>Phone #:</b> 360-902-0221	<b>Date:</b> 08/23/07
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### PLANNING AND RESPONSE TEAM MEMBERS

**\*Training recommended for all team members, especially those with incident response responsibilities. Training is required for those Team Roles marked with an asterisk.**

Planning Team Role	Incident Response Role? (yes/no)	Name/Position	Contact #	Training Completed*		
				CPR/First IS 100	IS 700	Aid
*Incident Commander	YES	Cheryl Stephani	Phone: 360-902-7820 Email: StephCS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Emergency Manager/ EPRT Lead/EOC Advisor	YES	Chris Trujillo	Phone: 360-902-0221 Email: trch300	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
*EOC Commander or Alternate Incident	YES	Deborah Purce	Phone: 360-902-7788 Email: PUDE300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DSHS Children's Administration Continuity of Operations Plan

Commander						
*Public Info Officer	YES	Karen Lee	Phone: 360-902-7892 Email: Leekp	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Director, Technology Services	YES	Dawn Tatman	Phone: 360-412-3913 Email: DAWT300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Director, Program and Policy	YES	Ross Dawson	Phone: 360-902-7909 Email: DAWR300	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
*Director, Field Operations	YES	Steve Wickmark	Phone: 360-902-7892 Email: WCKM300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Director, Finance & Ops Support	YES	Keith Phillips	Phone: 360-902-7912 Email: PHKE300	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Native American Program Advisor Manager/Tribal Liaison (consult, as needed)	YES	Nancy Dufraine	Phone: 360-902-7578 Email: NADU300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources (consult, as needed)	YES	Linda Johnson	Phone: 360-902-0777 Email: JOLI400	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal (consult, as needed)	YES	Steve Hassett	Phone: 360- 586-6503 Email: StephenH@ATG.wa.gov	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			Phone: Email:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			Phone: Email:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			Phone: Email:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

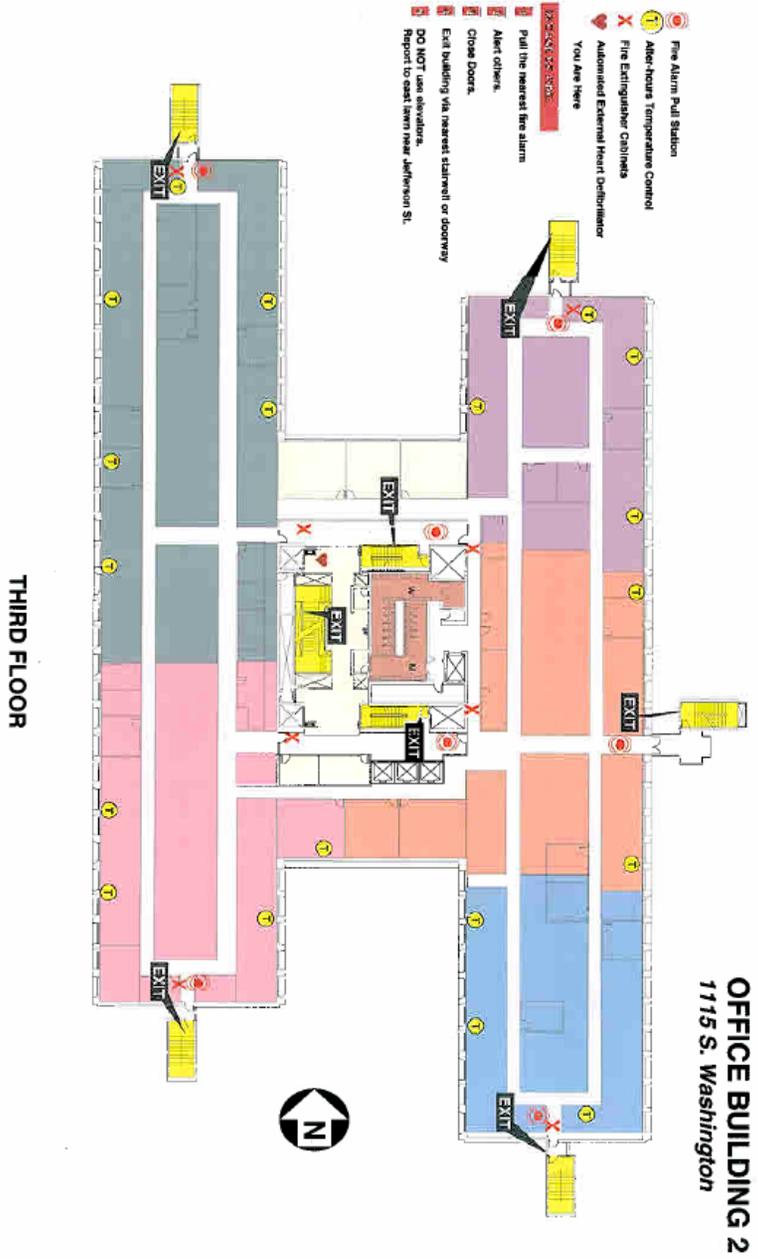
DSHS Children's Administration Continuity of Operations Plan

SERVICE	EMERGENCY NUMBERS	LOCATION	SPECIAL NOTES
<b>Local Fire Department</b>	9 911		9 459-2410
<b>Local Police Department</b>	9-911	City Hall 420 College Street SE	9 459-4333
<b>Sheriff's Office</b>	9 911		9 704-2740
<b>State Patrol</b>	9 911		9 438-7700
<b>Coroner's Office</b>	9 586-2091	2925 37 <sup>th</sup> SW Tumwater	
<b>American Red Cross</b>	9 352-8575	2618 12 <sup>th</sup> Court SE	
<b>Intercity Transit</b>	9 786-1881		www.Intercitytransit.com
<b>Pass Reports</b>	9 1 888 766-4636		9 1 888 Sno-Info
<b>Post Office – Lacey</b>	9 1 800 275-8777	5815 Lacey Blvd SE	
<b>Post Office – Olympia</b>	9 1 800 275-8777	900 Jefferson Street SE	
<b>Hazardous Substance Info</b>	9 1 800 633-7585		
<b>24 hour Emergency Spill Resp</b>	9 407-6300		
<b>Washington Poison Center</b>	9 1 800 732-6985		Hearing Impaired 9 1 800 572-0638
<b>Ambulance Services</b> Olympic Ambulance AAA Advanced Air Ambulance	9 491-3200 9 1 800 633-3590	4511 Lacey Blvd SE Sea-Tac International Airport	
<b>Local Hospitals</b> Providence St. Peter  Capital Medical Center	9 493-7289  9 956-2590	615 Lilly Road NE  3900 Capital Mall Drive SW	<b>St Peter's</b> General Information 9 491-9480 Patient Information 9 493-7313 Hearing Impaired 9 1 800 833-6388 <b>Capital Medical Center</b> General Information 9 754-5858

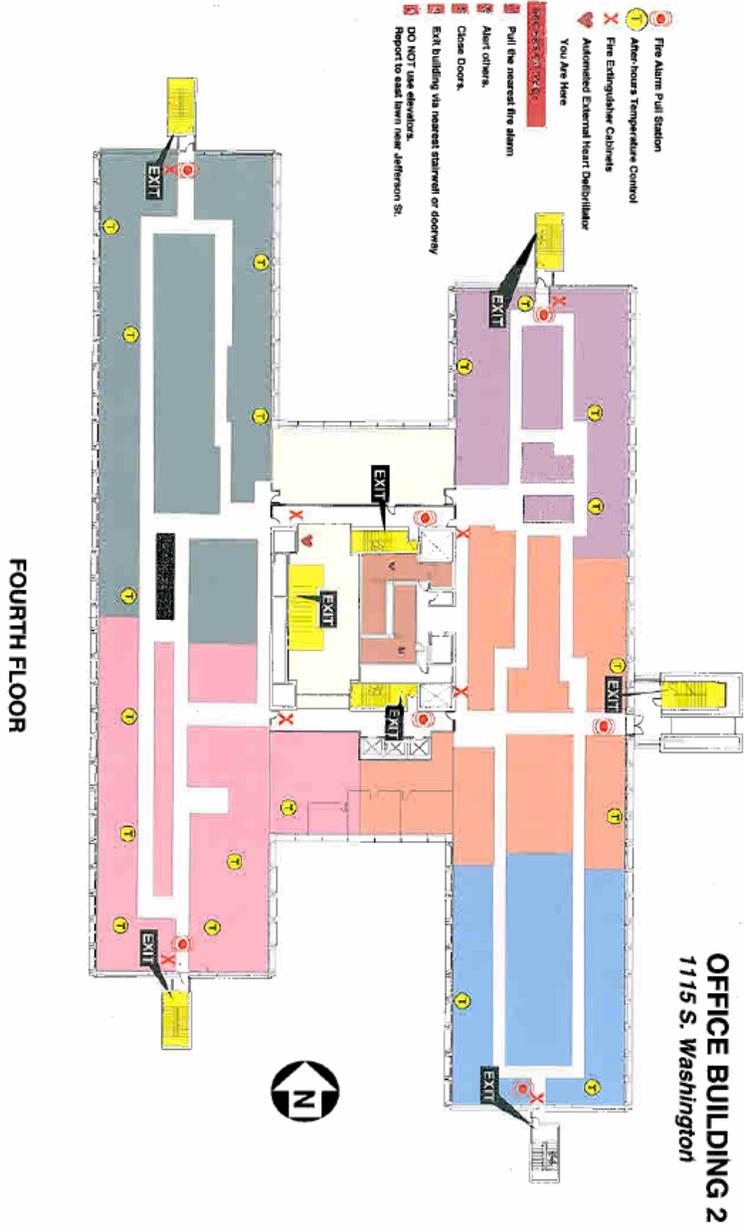
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			Hearing Impaired 9 956-2570
<b>Utility Services:</b> Puget Sound Energy Electricity/Gas City of Lacey Water/Sewer Name: <ul style="list-style-type: none"> <li>• HVAC</li> </ul>	9 1 888 225-5773  9 491-5616  Number:	420 College Street SE	Hearing Impaired 9 1 800 962-9498
<b>Radio and TV Stations</b> KGY KRXY KVTI	9 943-1240 9 236-1010	1240 Washington Street NE 2214 Pacific Avenue SE	94.5 FM

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**County and Metropolitan Area Departments of Emergency Management**

**County and Metropolitan Area Departments of Emergency Management**

Washington State Emergency Management Division Administration 1-800-562-6108 Duty Officer 1-800-258-5990 Duty Office FAX (253) 512-7203

For Changes to the TEL 1B Listing, Please FAX the Provided Form to the Washington State Duty Officer

**Adams**

DEM, Adams County  
2069 W Highway 26  
Othello, WA 99344

**Office Phone:** 509-488-2061  
**24hrPhone:** 509-488-2061  
**800Phone:**

**Fax:** 509-659-1724  
**Email:** [jayw@co.adams.wa.us](mailto:jayw@co.adams.wa.us)

**Asotin**

DEM, Asotin County  
095 2nd Street -2nd Flr  
PO Box 250  
Asotin, WA 99402-0250

**Office Phone:** 509-243-2088  
**24hrPhone:** 509-758-1668  
**800Phone:**

**Fax:** 509-243-2087  
**Email:** [butchacadem@clarkston.com](mailto:butchacadem@clarkston.com)

**Auburn**

Auburn Dept of Emergency Services  
(Dispatch)  
1101 D St NE  
Auburn, WA 98002-4025

**Office Phone:** 253-931-3060  
**24hrPhone:** 253-852-2121  
**800Phone:**

**Fax:** 253-931-3055  
**Email:** [mgerber@auburnwa.gov](mailto:mgerber@auburnwa.gov)

**Bellevue**

Bellevue Fire Dept. Emer Prep Division  
450 110th Ave NE  
PO Box 98009  
Bellevue, WA 98004-9012

**Office Phone:** 425-452-7923  
**24hrPhone:** 425-452-2048  
**800Phone:**

**Fax:** 425-452-2840  
**Email:** [lnelson@bellevue.wa.gov](mailto:lnelson@bellevue.wa.gov)

**Benton**

Benton County Emergency Services  
651 Truman Avenue  
Richland, WA 99352-9104

**Office Phone:** 509-628-2600  
**24hrPhone:** 509-628-0333  
**800Phone:** 841-7953

**Fax:** 509-628-2621  
**Email:** [b.spencer@bces.wa.gov](mailto:b.spencer@bces.wa.gov)

**Buckley**

DEM Fire Department  
151 S. Cedar St  
PO Box 1960  
Buckley, WA 98321

**Office Phone:** 360-829-1441  
**24hrPhone:** 253-862-9059  
**800Phone:**

**Fax:** 360-829-0133  
**Email:** [apredmore@cityofbuckley.com](mailto:apredmore@cityofbuckley.com)

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**Chelan**

Chelan County Sheriff's Office  
401 Washington St - Lower Level  
Wenatchee, WA 98801-0036

**Office Phone:** 509-667-6863  
**24hrPhone:** (509) 663-9911  
**800Phone:**

**Fax:** (509) 667-6510  
**Email:** [staff@chelandem.org](mailto:staff@chelandem.org)

**Cheney**

Department of Emer Serv Fire Department  
611 Fourth St  
Cheney, WA 99004

**Office Phone:** 509-498-9291  
**24hrPhone:**  
**800Phone:**

**Fax:** 509-498-9244  
**Email:** [jmontague@cityofcheney.org](mailto:jmontague@cityofcheney.org)

**Clallam**

Clallam County Emergency Management  
223 E. 4th St, Ste 6  
Port Angeles, WA 98362-0149

**Office Phone:** 360-417-2305  
**24hrPhone:** 360-417-2459  
**800Phone:**

**Fax:** 360-417-2485  
**Email:**

**Clark**

Regional Emergency Services Agency  
710 West 13th St.  
Vancouver, WA 98660-2810

**Office Phone:** 360-737-1911  
**24hrPhone:** 360-696-4461  
**800Phone:**

**Fax:** 360-694-1954  
**Email:** [cheryl.bledsoe@clark.wa.gov](mailto:cheryl.bledsoe@clark.wa.gov)

**Columbia**

Columbia County DEM  
341 E. Main  
Dayton, WA 99328

**Office Phone:** 509-382-0911  
**24hrPhone:** 509-382-2518  
**800Phone:**

**Fax:** 509-382-4765  
**Email:** [bill\\_peters@co.columbia.wa.us](mailto:bill_peters@co.columbia.wa.us)

**Cowlitz**

Sheriff's Office DEM - Hall of Justice  
312 SW 1st Ave  
Kelso, WA 98626

**Office Phone:** 360-577-3130  
**24hrPhone:** 360-577-3098  
**800Phone:**

**Fax:** 360-577-3009  
**Email:** [dem@co.cowlitz.wa.us](mailto:dem@co.cowlitz.wa.us)

**Douglas**

Douglas County DEM Sherriffs Office  
Administrative Building  
110 2nd St. NE, Suite 2  
East Wenatchee, WA 98802-4846

**Office Phone:** 509-884-0941  
**24hrPhone:** 509-663-9911  
**800Phone:**

**Fax:** 509-886-1045  
**Email:** [dlaroch@co.douglas.wa.us](mailto:dlaroch@co.douglas.wa.us)

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**Ellensburg**

Fire Department  
102 N Pearl St  
Ellensburg, WA 98926

**Office Phone:** 509-962-7299  
**24hrPhone:** 509-962-7270  
**800Phone:**

**Fax:** 509-962-7254  
**Email:** [sinclairj@cityofellensburg.org](mailto:sinclairj@cityofellensburg.org)

**ESCA**

Emergency Services Coordinator  
2901 228th Street SW Suite A  
Brier, WA 98036

**Office Phone:** 425-776-3722  
**24hrPhone:** 425-775-4545 (911)  
**800Phone:**

**Fax:** 425-775-7153  
**Email:** [lyn@esca1.com](mailto:lyn@esca1.com) (Dispatch)

**Everett**

Fire Department  
2811 Oakes Ave.  
Everett, WA

**Office Phone:** 425-257-8100  
**24hrPhone:** 425-407-3970  
**800Phone:** 98201

**Fax:** 425-257-8139  
**Email:** [ddehaan@ci.everett.wa.us](mailto:ddehaan@ci.everett.wa.us) (Dispatch)

**Federal Way**

DEM C/O Federal Way City Hall  
335 31st Way S. (98003)  
PO Box 9718  
Federal Way, WA 98063-9718

**Office Phone:** 253-835-2701  
**24hrPhone:** 253-946-6416  
**800Phone:**

**Fax:** 253-835-2709  
**Email:** [ray.gross@cityoffederalway.com](mailto:ray.gross@cityoffederalway.com)

**Ferry**

Ferry County DEM  
175 N. Jefferson  
PO Box 1099  
Republic, WA 99166-1099

**Office Phone:** 1-800-342-4344  
**24hrPhone:** 509-775-3132  
**800Phone:**

**Fax:** 509-775-1076 (Jail)  
**Email:** [pwerner@co.ferry.wa.us](mailto:pwerner@co.ferry.wa.us)

**Franklin**

Franklin County EM  
(Dispatch)  
502 Boeing St  
Pasco, WA 99301

**Office Phone:** 509-545-3546  
**24hrPhone:** 509-545-3510  
**800Phone:**

**Fax:** 509-545-2139  
**Email:** [jscheer@co.franklin.wa.us](mailto:jscheer@co.franklin.wa.us)

**Garfield**

Garfield County DEM  
789 W Main St.  
PO Box 338  
Pomeroy, WA 99347

**Office Phone:** 509-843-3494  
**24hrPhone:** 509-843-3494  
**800Phone:**

**Fax:** 509-843-3567  
**Email:** [barrsl@pomeroy-wa.com](mailto:barrsl@pomeroy-wa.com)

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**Grant**

Grant County DEM  
6500 32nd Ave NE Suite 911  
Moses Lake, WA 98837

**Office Phone:** 509-762-1462  
**24hrPhone:** 509-762-1160  
**800Phone:**

**Fax:** 509-762-1465  
**Email:** [gcem@co.grant.wa.us](mailto:gcem@co.grant.wa.us)

**Grays Harbor**

Grays Harbor Emergency & Risk Mgmt  
310 W Spruce Street  
Suite 212  
Montesano, WA 98563

**Office Phone:** 360-249-3911  
**24hrPhone:** 360-533-8765  
**800Phone:**

**Fax:** 360-249-3805  
**Email:** [asullivan@co.grays-harbor.wa.us](mailto:asullivan@co.grays-harbor.wa.us)

**Island**

Department of Emergency Management  
1 NE 6th, RM B129 Cty Annex  
PO Box 5000  
Coupeville, WA 98239

**Office Phone:** 360-679-7370  
**24hrPhone:** 360-679-9567  
**800Phone:**

**Fax:** 360-679-7376  
**Email:** [daveh@co.island.wa.us](mailto:daveh@co.island.wa.us) (ICOM Dispatch)

**Issaquah**

DEM City of Issaquah  
670 1st Ave NE  
PO Box 1307  
Issaquah, WA 98027

**Office Phone:** 425-837-3470  
**24hrPhone:** 425-837-3200  
**800Phone:**

**Fax:** 425-837-3479  
**Email:** [breth@ci.issaquah.wa.us](mailto:breth@ci.issaquah.wa.us)

**Jefferson**

DEM  
81 Elkins Road  
Port Hadlock, WA 98339

**Office Phone:** 360-385-9368  
**24hrPhone:** 360-385-3831 ext. 1  
**800Phone:**

**Fax:** 360-385-9376  
**Email:** [bhamlin@co.jefferson.wa.us](mailto:bhamlin@co.jefferson.wa.us) (Jeffcom/911)

**Kent**

Emergency Management  
24611 116th Ave. SE  
Kent, WA 98030-4939

**Office Phone:** 253-856-4440  
**24hrPhone:** 253-852-2121 (911)  
**800Phone:**

**Fax:** 253-856-4119  
**Email:** [KENTECC@ci.kent.wa.us](mailto:KENTECC@ci.kent.wa.us) Center)

**King**

King County Office of EM  
3511 NE 2nd St.  
MS: ECC-ES-0100  
Renton, WA 98056

**Office Phone:** 206-296-3830  
**24hrPhone:** 206-296-3311  
**800Phone:**

**Fax:** 206-205-4056  
**Email:** [ecc.kc@metrokc.gov](mailto:ecc.kc@metrokc.gov)

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**King County Sheriff**

King County Sheriff's Special Operations  
7300 Perimeter Rd S Rm 143

Seattle, WA 98108-3849

**Office Phone:** 206-296-3853  
**24hrPhone:** 206-296-3311  
**800Phone:**

**Fax:** 206-205-8282 (SAR24 hr.)  
**Email:** [scott.somers@metrokc.gov](mailto:scott.somers@metrokc.gov)

**Kirkland**

DEM Emergency Preparedness Services  
123 5th Ave

Kirkland, WA 98033

**Office Phone:** 425-587-3603  
**24hrPhone:**  
**800Phone:**

**Fax:** 425-587-3651  
**Email:** [hahrens@ci.kirkland.wa](mailto:hahrens@ci.kirkland.wa)

**Kitsap**

Kitsap County DEM  
911 Carver

Bremerton, WA 98312

**Office Phone:** 360-307-5870  
**24hrPhone:** 360-307-5910  
**800Phone:**

**Fax:** 360-478-9802  
**Email:** [pmann@co.kitsap.wa.us](mailto:pmann@co.kitsap.wa.us)

**Kittitas**

Kittitas County Sheriff's Office  
205 W 5th Ave

Ellensburg, WA 98926

**Office Phone:** 509-962-7525  
**24hrPhone:** 509-925-8534  
**800Phone:**

**Fax:** 509-962-7599  
**Email:** [danag@co.kittitas.wa.us](mailto:danag@co.kittitas.wa.us)

**Klickitat**

Department of Emergency Management  
501 NE Washington, Room 239

MPO Box 2137  
White Salmon, WA 98672

**Office Phone:** 509-493-6029  
**24hrPhone:** 509-773-4545  
**800Phone:**

**Fax:** 509-493-1297  
**Email:** [steveb@co.klickitat.wa.us](mailto:steveb@co.klickitat.wa.us)

**Lacey**

City of Lacey  
420 College St. S.E.

PO Box 3400  
Lacey, WA 98509-3400

**Office Phone:** 360-459-4333  
**24hrPhone:** 360-704-2740  
**800Phone:**

**Fax:** 360-456-7798  
**Email:** [eoc@ci.lacey.wa.us](mailto:eoc@ci.lacey.wa.us) (CO911)

**Lewis**

Division of Emergency Management  
345 West Main Street

Chehalis, WA 98532

**Office Phone:** 360-740-1151  
**24hrPhone:** 360-740-1105  
**800Phone:**

**Fax:** 360-740-1471  
**Email:** [DEM@co.lewis.wa.us](mailto:DEM@co.lewis.wa.us)

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**Lincoln**

Department of Emergency Services  
404 Sinclair  
PO Box 367  
Davenport, WA 99122

**Office Phone:** 509-725-9263  
**24hrPhone:** 509-725-3501  
**800Phone:**

**Fax:** 509-725-3533  
**Email:** [tboyd@co.lincoln.wa.us](mailto:tboyd@co.lincoln.wa.us)

**Mason**

DEM  
410 W Business Park Rd  
Shelton, WA 98584-2870

**Office Phone:** 360-427-7535  
**24hrPhone:** 360-427-7761  
**800Phone:**

**Fax:** 360-427-7756  
**Email:** [sloertscher@co.mason.wa.us](mailto:sloertscher@co.mason.wa.us)

**Mercer Island**

Mercer Island Fire Department  
3030 78th Ave. SE  
Mercer Island, WA 98040

**Office Phone:** 206-236-3600  
**24hrPhone:** 206-930-5456  
**800Phone:**

**Fax:** 206-236-3622  
**Email:** [rebecca.clark@mercergov.org](mailto:rebecca.clark@mercergov.org)

**Normandy Park**

DEM, City of Normandy Park  
801 SW 174th St  
Normandy Park, WA 98166

**Office Phone:** 206-248-7600  
**24hrPhone:** 206-248-7600  
**800Phone:**

**Fax:** 206-246-9732  
**Email:** [rickk@ci.normandy-park.wa.us](mailto:rickk@ci.normandy-park.wa.us)

**Okanogan**

Okanogan County Sheriff's Office  
123 5th Ave. N., Room 200  
Okanogan, WA 98840

**Office Phone:** 509-422-7207  
**24hrPhone:** 509-422-7232  
**800Phone:** 572-6604 Eastern

**Fax:** 509-422-7217  
**Email:** [smiller@co.okanogan.wa.us](mailto:smiller@co.okanogan.wa.us)

**Olympia**

DEM Olympia Fire Department  
100 Eastside St NE  
Olympia, WA 98506

**Office Phone:** 360-753-8348  
**24hrPhone:** 360-753-8348  
**800Phone:**

**Fax:** 360-753-8054  
**Email:** [gwright@ci.olympia.wa.us](mailto:gwright@ci.olympia.wa.us)

**Pacific**

Emergency Management Agency  
300 Memorial Dr  
PO Box 101  
South Bend, WA 98586-0101

**Office Phone:** 360-875-9340  
**24hrPhone:** 360-875-9397  
**800Phone:**

**Fax:** 360-875-9342  
**Email:** [sfritts@co.pacific.wa.us](mailto:sfritts@co.pacific.wa.us)

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**Pend Oreille**

Pend Oreille County DEM  
231 S. Garden Ave.  
PO Box 5035  
Newport, WA 99156-5035

**Office Phone:** 509-447-3731  
**24hrPhone:** 509-447-3151  
**800Phone:** 669-3407

**Fax:** 509-447-0286  
**Email:** [jboggs@pendoreille.org](mailto:jboggs@pendoreille.org)

**Pierce**

Pierce County DEM  
2501 S. 35th Street  
Tacoma, WA 98409

**Office Phone:** 253-798-6595  
**24hrPhone:** 253-798-7470  
**800Phone:** 866-798-6363

(DEM) **Fax:** 253-798-3307 (DEM)  
**Email:** [sbailey@co.pierce.wa.us](mailto:sbailey@co.pierce.wa.us)

**Port Angeles**

DEM Port Angeles FD  
102 E 5th St  
Port Angeles, WA 98362-3014

**Office Phone:** 360-417-4655  
**24hrPhone:** 360-417-4655  
**800Phone:**

**Fax:** 360-417-4659  
**Email:** [dmckeen@cityofpa.us](mailto:dmckeen@cityofpa.us)

**Pullman**

City of Pullman, DES  
260 SE Kamiaken  
PO Box 249  
Pullman, WA 99163

**Office Phone:** 509-334-0802  
**24hrPhone:**  
**800Phone:**

**Fax:** 509-332-0829  
**Email:** [ted.weatherly@pullman-wa.gov](mailto:ted.weatherly@pullman-wa.gov)

**Puyallup**

DEM  
902 Seventh St.NW  
Puyallup, WA 98371

**Office Phone:** 253-845-6666  
**24hrPhone:** 253-841-5432  
**800Phone:**

**Fax:** 253-770-3333  
**Email:** [merle@ci.puyallup.wa.us](mailto:merle@ci.puyallup.wa.us)

**Redmond**

DEM  
8450 161st Ave NE  
Redmond, WA 98052-3584

**Office Phone:** 425-556-2200  
**24hrPhone:**  
**800Phone:**

**Fax:** 425-556-2227  
**Email:** [rschneider@redmond.gov](mailto:rschneider@redmond.gov)

**Renton**

DEM Renton Fire Department  
1055 S Grady Way  
Renton, WA 98055

**Office Phone:** 425-430-7000  
**24hrPhone:**  
**800Phone:**

**Fax:** 425-430-7044  
**Email:** [lrude@ci.renton.wa.us](mailto:lrude@ci.renton.wa.us)

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**San Juan**

San Juan Sheriff's Office  
96 N 2nd St.  
PO Box 669  
Friday Harbor, WA 98250

**Office Phone:** 360-378-9932  
**24hrPhone:** 360-378-4151  
**800Phone:**

**Fax:** 360-378-7125  
**Email:** [dem@sanjuandem.net](mailto:dem@sanjuandem.net)

**Seattle**

OEM, City of Seattle  
2320 Fourth Ave  
Seattle, WA 98121-1718

**OfficePhone:** 206-233-5076  
**24hrPhone:** 206-583-2111  
**800Phone:**

**Fax:** 206-684-5998  
**Email:** [barb.graff@seattle.gov](mailto:barb.graff@seattle.gov)

**Shelton**

Shelton, City of  
110 W. Franklin (Physical)  
525 W Cota (Mailing)  
Shelton, WA 98584

**Office Phone:** 360-426-3348  
**24hrPhone:** 360-426-3348  
**800Phone:**

**Fax:** 360-427-9438  
**Email:** [ghig@ci.shelton.wa.us](mailto:ghig@ci.shelton.wa.us)

**Shoreline**

**24hrPhone:**  
17544 Midvale Ave. N  
Shoreline, WA 98133-4921

**Office Phone:** 206-546-7873  
**Email:**  
**800Phone:**

**Fax:** 206-546-7868  
**Email:** [gmarsh@ci.shoreline.wa.us](mailto:gmarsh@ci.shoreline.wa.us)

**Skagit**

DEM  
2911 E College Way Suite B  
Mount Vernon, WA 98273

**Office Phone:** 360-428-3250  
**24hrPhone:** 360-428-3209  
**800Phone:**

**Fax:** 360-428-3255  
**Email:** [emd@co.skagit.wa.us](mailto:emd@co.skagit.wa.us)

**Skamania**

DEM  
200 Vancouver Ave  
Stevenson, WA 98648

**Office Phone:** 509-427-8076  
**24hrPhone:** 509-427-9490  
**800Phone:**

**Fax:** 509-427-7555  
**Email:** [daveb@co.skamania.wa.us](mailto:daveb@co.skamania.wa.us)

**Skykomish**

DEM  
West 107 Cascade Hwy  
PO Box 311  
Skykomish, WA 98288

**Office Phone:** 360-677-2686  
**24hrPhone:** 425-885-3131(911)  
**800Phone:**

**Fax:** 360-677-2574  
**Email:** [kcf50@attglobal.net](mailto:kcf50@attglobal.net)

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**Snohomish**

Snohomish County DEM  
3509 109th St SW

Everett, WA 98204

**Office Phone:** 425-423-7635  
**24hrPhone:**  
**800Phone:**

**Fax:** 425-423-9152  
**Email:** [john.pennington@co.snohomish.wa.us](mailto:john.pennington@co.snohomish.wa.us)

**Snoqualmie**

Fire Department/DEM  
37600 SE Snoqualmie Parkway

Snoqualmie, WA 98065

**Office Phone:** 425-888-5911  
**24hrPhone:** 425-888-5911  
**800Phone:**

**Fax:** 425-888-5913  
**Email:** [firechief@ci.snoqualmie.wa.us](mailto:firechief@ci.snoqualmie.wa.us)

**Spokane**

Emergency Operations Center  
1618 North Rebecca

Spokane, WA 99217

**Office Phone:** 509-477-2204  
**24hrPhone:** 509-532-8931  
**800Phone:**

**Fax:** 509-477-5759  
**Email:** [tmattern@spokanecounty.org](mailto:tmattern@spokanecounty.org)

**Stevens**

Department of Emergency Services  
215 S Oak , Room 108

PO Box 186  
Colville, WA 99114

**Office Phone:** 509-684-5296  
**24hrPhone:** 509-684-2555  
**800Phone:** 572-0947

**Fax:** 509-684-7583  
**Email:** [randerson@co.stevens.wa.us](mailto:randerson@co.stevens.wa.us)

**Tacoma**

Tacoma Emergency Services  
901 Faucett Ave.

Tacoma, WA 98402

**Office Phone:** 253-591-5737  
**24hrPhone:** 253-627-0151  
**800Phone:**

**Fax:** 253-591-5746 Jeff  
**Email:** [jjensen@cityoftacoma.org](mailto:jjensen@cityoftacoma.org)

**Thurston**

Thurston County Emergency Management  
2703 Pacific Ave SE Suite B

Olympia, WA 98501-2036

**Office Phone:** 360-754-3360  
**24hrPhone:**  
**800Phone:**

**Fax:** 360-704-2775  
360-704-2740 **Email:** [emwebmaster@co.thurston.wa.us](mailto:emwebmaster@co.thurston.wa.us)

**Tukwila**

DES  
6300 Southcenter Blvd.

Suite 100  
Tukwila, WA 98188-2544

**Office Phone:** 206-433-0179  
**24hrPhone:** 206-433-1808  
**800Phone:**

**Fax:** 206-431-3665  
**Email:** [jmorrow@ci.tukwila.wa.us](mailto:jmorrow@ci.tukwila.wa.us)

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**Tumwater**

Tumwater DES  
555 Israel Road SW (Mailing Address)  
Tumwater, WA 98501

**Office Phone:** 360-754-4170  
**24hrPhone:** 360-704-2745  
**800Phone:**

**Fax:** 360-754-4179  
**Email:** [jcarpenter@ci.tumwater.wa.us](mailto:jcarpenter@ci.tumwater.wa.us)

**Vancouver**

Vancouver Fire Department Headquarters  
7110 NE 63rd Street  
Vancouver, WA 98661

**Office Phone:** 360-892-4323  
**24hrPhone:**  
**800Phone:**

**Fax:** 360-892-4801  
**Email:**

**Wahkiakum**

DEM  
64 Maine St  
PO Box 65  
Cathlamet, WA 98612

**Office Phone:** 360-795-3242  
**24hrPhone:** 360-795-3242  
**800Phone:**

**Fax:** 360-795-3145  
**Email:** [danb@sd.co.wahkiakum.wa.us](mailto:danb@sd.co.wahkiakum.wa.us)

**Walla Walla**

Department of Emergency Management  
27 N 2nd Ave  
Walla Walla, WA 99362

**Office Phone:**  
**24hrPhone:** 509-527-1960 (911)  
**800Phone:** 509-524-2900

**Fax:** 509-524-2910  
**Email:** [DMarlatt@co.walla-walla.wa.us](mailto:DMarlatt@co.walla-walla.wa.us)

**Whatcom**

Whatcom Co. Sherriff's Office  
311 Grand Ave.  
Bellingham, WA 98225

**Office Phone:** 360-676-6681  
**24hrPhone:** 360-676-6711  
**800Phone:**

**Fax:** 360-738-2518  
**Email:** [wcdem@co.whatcom.wa.us](mailto:wcdem@co.whatcom.wa.us)

**Whitman**

DEM  
310 N Main St., Suite 108  
Colfax, WA 99111

**Office Phone:** 509-397-6280  
**24hrPhone:** 509-397-4341  
**800Phone:**

**Fax:** 509-397-6239  
**Email:** [franm@co.whitman.wa.us](mailto:franm@co.whitman.wa.us)

**Woodinville**

Emergency Management Director  
17301 133 Ave. NE  
Woodinville, WA 98072-8563

**Office Phone:** 425-877-2281  
**24hrPhone:** 206-296-3311  
**800Phone:**

**Fax:** 425-489-2756  
**Email:** [rays@ci.woodinville.wa.us](mailto:rays@ci.woodinville.wa.us)

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**County and Metropolitan Area Departments of Emergency Management**

Friday, January 12, 2007

**TEL 1B**

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***Yakima***

Yakima Valley Emergency Management  
128 N 2nd St Rm B-10  
Yakima, WA 98901

**Office Phone:** 509-574-1900  
**24hrPhone:** 509-574-2500  
**800Phone:**

**Fax:** 509-574-1901  
**Email:** [jim.hall@co.yakima.wa.us](mailto:jim.hall@co.yakima.wa.us)

***Yelm***

City of Yelm Police Department  
118 Mosman Ave SE  
PO Box 479  
Yelm, WA 98597

**Office Phone:** 360-458-5701  
**24hrPhone:** 360-704-2740  
**800Phone:**

**Fax:** 360-458-3188  
**Email:** [todds@ci.yelm.wa.us](mailto:todds@ci.yelm.wa.us)

## **Employee Information Line Responsibilities**

### **1-866-DSHS-EMP – 1-866-374-7367**

### **Administrative Contacts**

#### **Extension 20 – Main Menu Announcement**

##### **Option 1 – Aging and Disability** – forwards to extension 31

Mark Kelly: 360-725-2341

Frank Sanborn: 360-725-3453

##### **Option 2 – Children's Administration** – forwards to extension 32

Denise Ertman: 360-902-7821

Mardy Beck: 360-902-7743

##### **Option 3 – Economic Services** – forwards to extension 33

Shannon Gordon: 360-902-0288

Adolfo Capestany: 360-664-5445

##### **Option 4 – Olympia area Headquarters operations** – forwards to extension 34

Jennifer Gau: 360-902-7829

##### **Option 5 – ODHH, DVR, SCC** – forwards to extension 35

Lin Dahmen: 360-902-7798

##### **Option 6** – Not used at this time – forwards to extension 36

##### **Option 7 – HRSA: WSH, ESH, Mental Health, CSTC, Medical Assistance, and DASA** – forwards to extension 37

Debbie Meyer: 360-725-1867

Jim Stevenson: 360-725-1915 / 360-902-7604

##### **Option 8 – Juvenile Rehabilitation Administration** – forwards to extension 38

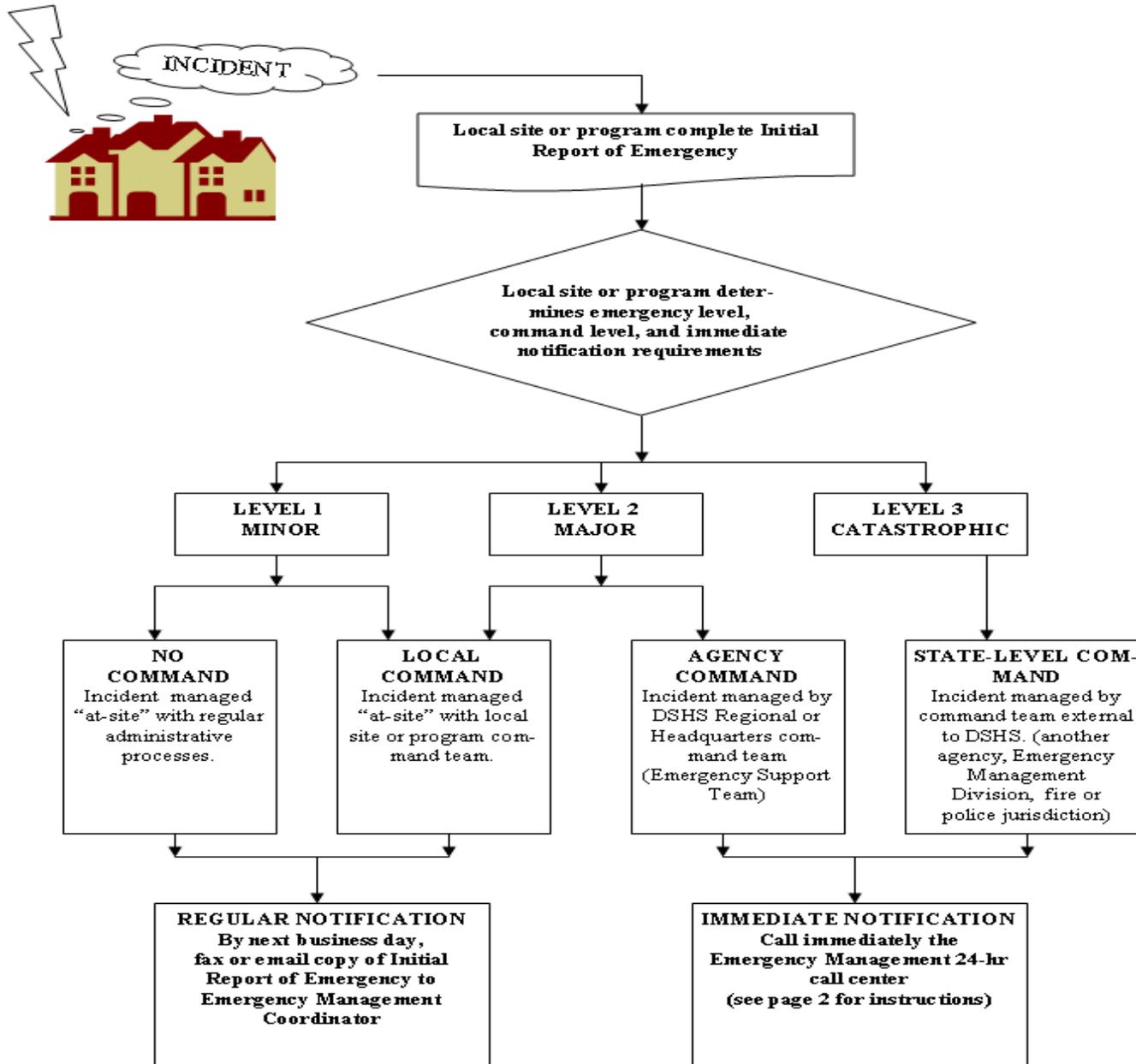
Linda Clintsman: 360-902-7805

Dione Rawlings: 360-902-0765

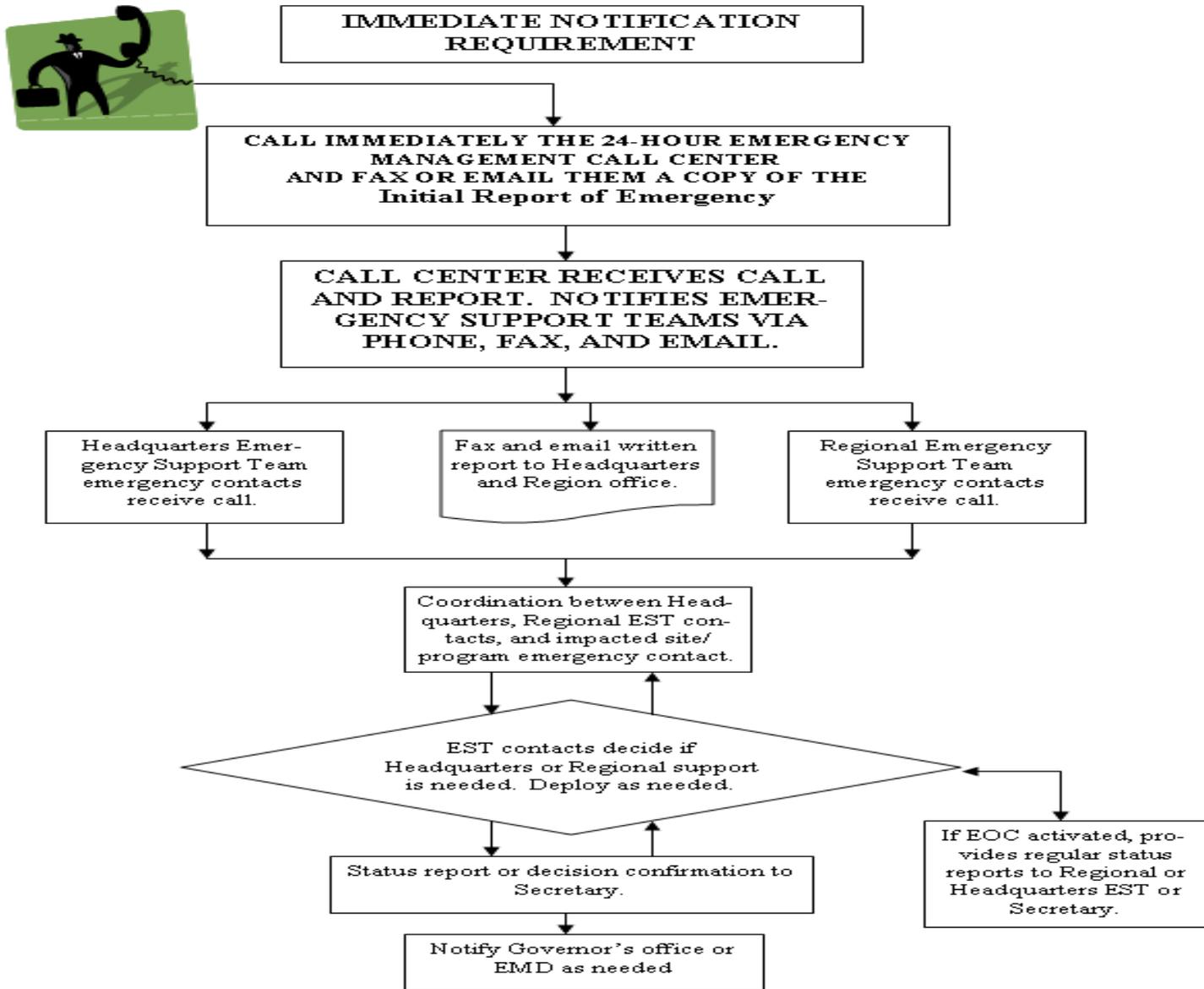
##### **Option 9** – To repeat the options again (forwards to extension 20 main menu)

***If the caller does not make a selection, the option will be repeated.***

**EMERGENCY NOTIFICATION AND COMMAND LEVELS**



DSHS Children's Administration Continuity of Operations Plan



**INITIAL REPORT OF EMERGENCY**

**INCIDENT DATE:**

**INCIDENT TIME:**

**IMPACTED FACILITY, OFFICE, OR PROGRAM:**

<b>Facility, Office, or Program Name:</b> (include all if co-located facility)		<b>Facility and Program Type:</b> (identify all that apply)	
		<input type="checkbox"/> Residential (24 hr/7 day care) <input type="checkbox"/> Office, staff access only <input type="checkbox"/> Office, staff and client access <input type="checkbox"/> Under 5,000 square feet <input type="checkbox"/> 5,000 to 10,000 square feet <input type="checkbox"/> Over 10,000 square feet <input type="checkbox"/> Direct Client Interaction (in-person or by phone) <input type="checkbox"/> Other: (specify)	
<b>Administration/Division:</b>			
<b>Address:</b>			
<b>City:</b>	<b>County:</b>	<b>Region:</b>	
<b>Emergency Contact:</b>		<b>Contact #:</b>	

**INCIDENT DESCRIPTION AND STATUS:**

<b>Description:</b>			
<b>Immediate Status</b> (people and site):			
	<b>Staff</b>	<b>Clients</b>	<b>Public</b>
<b>People Sheltering:</b> (			
<b>Injuries:</b> (# and sev			
<b>Missing:</b> (#)			
<b>Fatalities:</b> (#)			
<b>Site or Building(s):</b>			
<ul style="list-style-type: none"> <li>• <b>Structure:</b></li> <li>• <b>Lights/Heat/Water:</b></li> <li>• <b>Communications:</b> (phone, email, in-coming and outgoing):</li> </ul>			
<b>Emergency Responders</b> (fire, police, EMT, other?):			
<b>Emergency Level Assessment:</b> (enter res from assessment on page 2)		<b>Command Need:</b> (enter results from assessment on page 2)	
<input type="checkbox"/> <b>Level 1 (Minor)</b> <input type="checkbox"/> <b>Level 2 (Major)</b> <input type="checkbox"/> <b>Level 3 (Catastrophic)</b>		<input type="checkbox"/> <b>No Command</b> <input type="checkbox"/> <b>Local Command</b> <input type="checkbox"/> <b>Agency Command</b> <input type="checkbox"/> <b>State-Level Command</b>	

**EMERGENCY CONTACT INFORMATION:** (for immediate contact at impacted facility, office, program)

<b>Name:</b> (include back-	<b>Position:</b>	<b>Contact #:</b>	<b>Alternative Contact #:</b>

**REPORT SUBMITTED BY:**

<b>Name:</b>	<b>Position:</b>	<b>Contact #:</b>
<b>Report Date:</b>	<b>Report Time:</b>	<b>Alternative Contact #:</b>

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**EMERGENCY LEVEL ASSESSMENT:** Check the most relevant description of impact (including potential impact) in the various categories. The Level with the most impact areas checked is the designated emergency level. Exception: Level 3 (Catastrophic) must have at least two of the bolded descriptions, marked with \*\*, checked to be designated as Level 3.

	<b>EMERGENCY LEVEL 1 MINOR</b>	<b>EMERGENCY LEVEL 2 MAJOR</b>	<b>EMERGENCY LEVEL 3 CATASTROPHIC</b>
<b>SCOPE OF DAMAGE</b> <input type="checkbox"/> if potential risk	<input type="checkbox"/> Localized incident is limited in scope to one building or one Administration.	<input type="checkbox"/> Multiple buildings, offices, facilities, or Administrations affected by incident.	<input type="checkbox"/> <b>**Significant disruption of essential community infrastructure (utilities, bridges and roads) from earthquakes, volcano, terrorism, etc.)</b>
	<input type="checkbox"/> Minor damage to hardware, software, building equipment, or workspace areas.	<input type="checkbox"/> Major repair or replacement of equipment or building systems may be required.	<input type="checkbox"/> <b>**Total destruction of a major building or worksite.</b>
<b>STAFF IMPACT</b> <input type="checkbox"/> if potential risk	<input type="checkbox"/> Limited minor injuries.	<input type="checkbox"/> Significant injuries or death.	<input type="checkbox"/> <b>**Mass casualties.</b>
	<input type="checkbox"/> Estimated re-occupancy time is under 24 hours.	<input type="checkbox"/> Staff prevented from getting to or remaining at work at numerous sites or a co-located facility for more than 24 hours.	<input type="checkbox"/> Permanent or long-term relocation of the worksite is required.
	<input type="checkbox"/> Staff absence less than 10%	<input type="checkbox"/> Staff absence greater than 10%, less than 20 %.	<input type="checkbox"/> Staff absence greater than 20%.
<b>ABILITY TO RESTORE</b>	<input type="checkbox"/> Estimated restoration time is under 24 hours.	<input type="checkbox"/> Estimated restoration time exceeds 24 hours.	<input type="checkbox"/> Long-term prohibited re-occupancy of a worksite with unknown restoration date.
	<input type="checkbox"/> Local response is adequate for restoring all systems	<input type="checkbox"/> Can be accomplished but may require coordination with external resources (local utility companies, DSHS Capital or Leased Facilities staff, ISSD, General Administration).	<input type="checkbox"/> Requires external resources (local utility company, DSHS Capital of Leased Facilities staff, ISSD, General Admin.)
<b>RESPONSE COORDINATION</b>	<input type="checkbox"/> Response coordination involves one Administration.	<input type="checkbox"/> Response coordination involves 2 or more Administrations (co-located facilities).	<input type="checkbox"/> Response coordination may involve external agencies or state Emergency Management Division.

**COMMAND NEED ASSESSMENT:** Check the most relevant description of command need based on the indications.

<b>NO COMMAND</b>	<b>LOCAL COMMAND</b>	<b>AGENCY COMMAND</b>	<b>STATE-LEVEL COMMAND</b>
<input type="checkbox"/> Incident can be managed "at-site" with regular administrative processes.  <b>Indications:</b> <ul style="list-style-type: none"> <li>• Level 1 (Minor) with limited impact <u>and</u></li> <li>• Response/restoration can be managed within the chain of command.</li> </ul>	<input type="checkbox"/> Incident can be managed "at-site" with local site or program Command Team.  <b>Indications:</b> <ul style="list-style-type: none"> <li>• Level 1 (Minor) or Level 2 (Major) <u>and</u></li> <li>• Response/restoration requires coordination by multiple departments or supervisors within the site or program.</li> </ul>	<input type="checkbox"/> Incident requires command or coordination by DSHS Regional or Headquarters Emergency Support Team (EST).  <b>Indications:</b> <ul style="list-style-type: none"> <li>• Level 2 (Major) <u>and</u></li> <li>• Local Command Team has been disabled <u>or</u></li> <li>• Significant resources required (capital funding, specialized equipment, staff deployed from other sites) <u>or</u></li> <li>• Multi-Administration impact that requires decision of sending staff home (ie, co-located facility)</li> </ul>	<input type="checkbox"/> Incident requires command by emergency command team external to DSHS. (other agencies, Emergency Management Division, feds).  <b>Indications:</b> <ul style="list-style-type: none"> <li>• Level 3 (Catastrophic) or</li> <li>• State-wide event with multiple agency impact</li> </ul>

**EMERGENCY MANAGEMENT NOTIFICATION REQUIREMENTS:** Use the below matrix to identify who to report emergency incident to, how to report, and when to report.

**NOTE:** ALL POLICIES AND PROCEDURES THAT IDENTIFY INCIDENT REPORTING REQUIREMENTS OR OTHER ADMINISTRATIVE REPORTING MUST CONTINUE TO BE FOLLOWED. THE BELOW EMERGENCY MANAGEMENT REPORTING REQUIREMENTS ARE **IN ADDITION** TO OTHER EXISTING REPORTING PROCEDURES.

**EMERGENCY MANAGEMENT NOTIFICATION MATRIX**

Check incident emergency Level and Command need. Notification requirement will be designated as Regular or Immediate and their requirements are defined below the matrix.

	<b>NO COMMAND</b> <input type="checkbox"/>	<b>LOCAL COMMAND</b> <input type="checkbox"/>	<b>AGENCY COMMAND</b> <input type="checkbox"/>	<b>STATE-LEVEL COMMAND</b> <input type="checkbox"/>
<input type="checkbox"/> <b>LEVEL 1</b>	<b>Regular</b>	<b>Regular</b>	<b>N/A</b>	<b>N/A</b>
<input type="checkbox"/> <b>LEVEL 2</b>	<b>N/A</b>	<b>Regular</b>	<b>Immediate</b>	<b>N/A</b>
<input type="checkbox"/> <b>LEVEL 3</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>Immediate</b>

**Regular:** Fax or email this form to Emergency Management Coordinator (address) by next business day.

**Immediate:** Immediately call Emergency Management Call Center at (number). You will then be instructed to fax or email this form to the Emergency Management Call Center at (number/address).

**N/A:** Not applicable.

.....  
**FOR EMERGENCY MANAGEMENT COORDINATOR USE ONLY**

<b>POST-EVENT EMERGENCY INCIDENT CLASSIFICATION VERIFICATION</b>	
<b>Initial Report Received:</b> <b>Date:</b> <b>Time:</b>	<b>Notification Method:</b> <input type="checkbox"/> <b>Regular:</b> <input type="checkbox"/> <b>Immediate:</b> <input type="checkbox"/> <b>Other: Note details:</b>
<b>Emergency Level Assessment:</b> <input type="checkbox"/> <b>Level 1 (Minor)</b> <input type="checkbox"/> <b>Level 2 (Major)</b> <input type="checkbox"/> <b>Level 3 (Catastrophic)</b>	<b>Command Need:</b> <input type="checkbox"/> <b>No Command</b> <input type="checkbox"/> <b>Local Command</b> <input type="checkbox"/> <b>Agency Command</b> <input type="checkbox"/> <b>State-Level Command</b>
<b>Report Forwarded To:</b>	
<b>After-Action Meeting Date:</b>	<b>After-Action Participants:</b>
<b>Notes:</b>	
<b>Signed:</b>	<b>Date:</b>

**EVENT DAMAGE ASSESSMENT**

1. Date:

6. Telephone:

2. Time:

7. Number of Personnel Currently Sheltering:

3. Worksite:

4. Reporting Person Name:

All Personnel Accounted For (circle one)  
 8. Yes                      9. No

5. Radio Channel:

10. Personnel not accounted for:	NAME	Comments
1		
2		
3		
4		
5		

11. Injury Status:			
Patient #	NAME	INJURY	DISPOSITION
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

12. Utility Status

Functioning

Electricity

Water

Fire Protection

13. Situation Status:

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- HVAC
- Telephone
- Computers

14. Resources Requested:

**EVENT DAMAGE ASSESSMENT INSTRUCTIONS**

Purpose: The Damage Assessment Form is used to transmit situation and resource status to the Emergency Operations Center (EOC) and Headquarters if appropriate.

Distribution: This form is routed to the EOC.

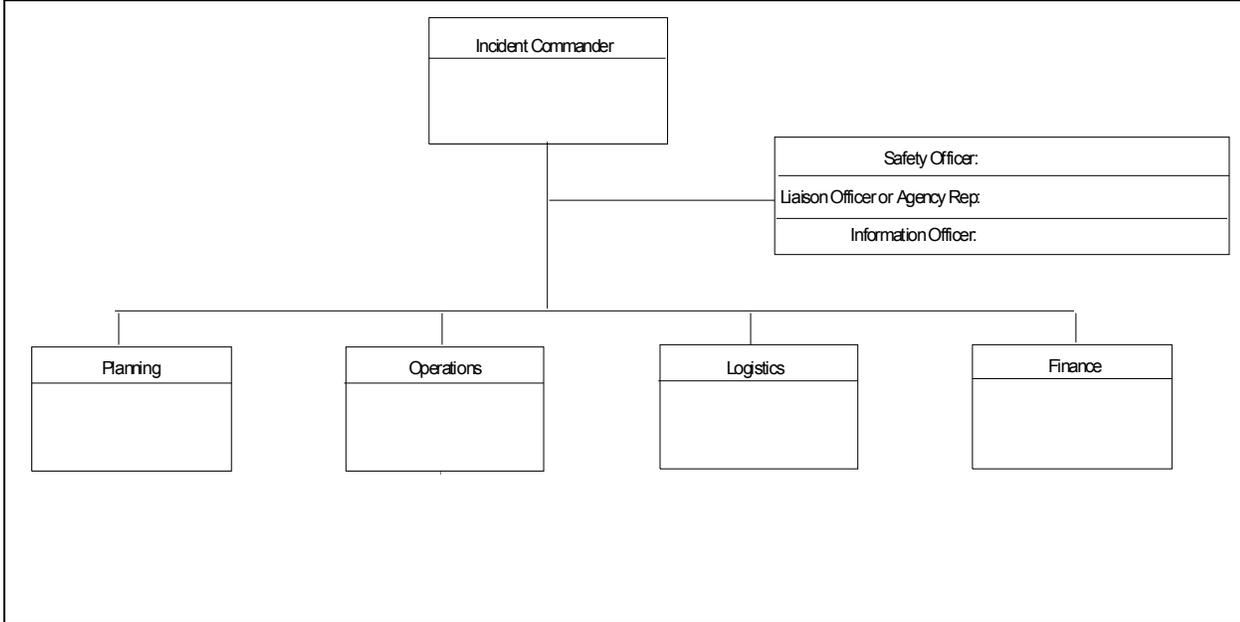
Item	Item Title	Instructions
1	Date	Enter date of assessment.
2	Time	Enter time of assessment.
3	Worksite	Enter name of worksite, building, or facility.
4	Reporting Person	Enter name of person making report.
5	Telephone	Enter telephone number for call back.
6	Radio Channel	Enter radio channel if communicating by radio.
7	Number of Personnel Currently Sheltering	Provide total number of personnel.
8.	All Personnel Accounted For	If yes, circle yes.
9.	All Personnel Accounted For	If no, circle no.
10.	Personnel Not Accounted For	Enter name of missing and comments if any.
11.	Injury Status	Provide injury status of personnel, nature of
injury,		disposition of patient.
12.	Utility Status	Check box next to utility if utility is functioning normally.
13.	Situation Status	Provide a brief description of the situation at
the		worksite or area of responsibility.
14.	Resources Requested	Provide resources required to address current and future situation status.

**Incident Action Plan Template**

<b>INCIDENT BRIEFING</b>	1. Incident Name	2. Date	3. Time
--------------------------	------------------	---------	---------

4. Map/Sketch

5. Current Organization





## DSHS Children's Administration Continuity of Operations Plan

<b>INCIDENT OBJECTIVES</b>	1. Incident Name	2. Date	3. Time
4. Operational Period			
5. General Control Objectives for the Incident (include Contingency Plan alternatives)			
6. General Safety Message			
7. Attachments (mark if attached)			
<input type="checkbox"/> EH&S Plan -		<input type="checkbox"/> Medical Plan -	<input type="checkbox"/> (Other)
<input type="checkbox"/> Assignment List-		<input type="checkbox"/> Incident Map	<input type="checkbox"/>
<input type="checkbox"/> Communications Plan -		<input type="checkbox"/> Traffic Plan	<input type="checkbox"/>
8. Prepared by (Planning Section Chief)		9. Approved by (Incident Commander)	





## **Incident Action Plans Instructions**

### **Incident Action Planning Process**

Within the Incident Command System (ICS), the Incident planning process covers 6 essential steps. These steps take place on every incident regardless of size or complexity. An Incident Action Plan is written for each shift or period of designated operations.

1. Understand agency policy and direction
2. Assess incident situation
3. Establish incident objectives
4. Select appropriate strategy or strategies to achieve objectives
5. Perform tactical direction (applying tactics appropriate to the strategy, assigning the right resources, and monitoring their performance)
6. Provide necessary follow-up (changing strategy or tactics, adding or subtracting resources, etc)

### **Incident Action Plans (IAP)**

An Incident Action Plan is developed for each operational period (for example every 12 hours). The Incident Commander is responsible to ensure an IAP is completed for the next operational period.

The purpose of the Incident Action Plans (IAP) is to provide all incident supervisory personnel with appropriate direction for that operational period. The plan may be oral but written plans will always be preferred to avoid confusion.

### **Written Incident Action Plans**

All levels of the operation must have a clear understanding of the actions for the next operational period. It is recommended that written plans be used whenever:

- Oral plans could result in miscommunication of critical information
- Two or more jurisdictions or disciplines are involved
- Large changes of personnel occur by operational periods
- There is a full activation of the ICS organization
- The incident has important legal, political or public ramifications
- Complex communications issues arise
- A written record of actions taken is needed for historical or administrative purposes
- If the Incident Commander requests a written plan

**Volunteer Assignments**

	<b>Volunteer Name</b>	<b>Time (am/pm)</b>	<b>Position / Activity</b>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	_____	_____	_____
8.	_____	_____	_____
9.	_____	_____	_____
10.	_____	_____	_____
11.	_____	_____	_____
12.	_____	_____	_____
13.	_____	_____	_____
14.	_____	_____	_____
15.	_____	_____	_____
16.	_____	_____	_____
17.	_____	_____	_____
18.	_____	_____	_____
19.	_____	_____	_____
20.	_____	_____	_____



*Children's Administration  
Technology Services (CATS)*

# EMERGENCY RESPONSE PLAN

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## INTRODUCTION

### Overview

The Children's Administration Technology Services (CATS) Division headquarters is located at 7240 Martin Way East in Lacey, Washington. There is also field support staff in every region and many offices around the state. The Division is the primary organization directly responsible for supporting all information technology services for Children's Administration (CA). This division operates under policies, guidelines, and requirements established by the Department of Information Services (DIS) and the Department of Social and Health Services (DSHS) Information Systems Services Division (ISSD).

### Mission

CATS provides and maintains the infrastructure, hardware, and software for all CA IT operations. Software application training and technical support are provided in the field. In addition, CATS provides the development and maintenance of the primary database system used by CA, Case and Management Information System (CAMIS). Currently, a 3-year project is underway to replace this system with a modern web-based system called FamLink. Contracted project staff for this effort are also located at CATS HQ. The CATS Web Team supports all web-based communications for CA.

**The major statewide mission of CATS for CA's emergency preparedness is to assure the backup, retention, protection, and recovery processes for CAMIS and CA Server client-related data and related software.** These activities are described in the "Data Risk Mitigation and Recovery Activities" below.

### Purpose

The purpose of this document is to specify CATS' preparations, responsibilities, hazard mitigation strategies, and follow up to any expected emergency or disaster for the CATS HQ worksite and for the Division operations statewide. This is in compliance with the requirements of CA's Emergency Response Planning Guide.

### Organization

CATS is a Division within CA Headquarters. CATS Headquarters is located in a separate building in Lacey, with many technical and training field support staff also located in major CA field offices statewide. The CATS Division is organized into the following major activity areas:

- CATS Administration—Dawn Tatman, Division Director; Russ Schmidt, Deputy
- Technical Support Services—Nick Fuchs, Manager
- Communication and Training—Mike Gray, Manager
- Application Maintenance and Development—Marty Belfield, Manager
- FamLink Project—Patty Conway, Project Manager

### Scope

The scope of this plan includes emergency preparedness to:

- Establish a clear emergency response system for CATS' command and control, communications, response options, contingency plans, and disaster recovery at the worksite.

- Plan for the protection of the safety and health of CATS staff during and following anticipated emergencies.
- Plan for the protection, back up, and recovery of CA's information technology infrastructure and desktop equipment to provide continuity of service and communications during and after anticipated emergencies.

## **POLICIES**

### Authorization

The authority and guidance for this plan is given in the Children's Administration Emergency Response Plan.

### Responsibilities

CATS' primary divisional emergency responsibilities as stated in the CA Emergency Response Plan (pp 14-15) are:

- Authorizes technical assistance to affected areas to implement communications recovery strategies and procedures to minimize loss of client data, and maintain access to client data by field social workers to ensure the safety, permanency, and well-being of children and youth under state care or supervision.
- Authorizes access to redundant systems, and the acquisition, distribution, and maintenance of IT, and voice communications equipment and systems.
- Authorizes impact expenditure decisions and reports recovery progress through the CA management structure.

### Limitations

The CATS goal is to mitigate and prepare for the consequences of hazards, respond, and recover in the event of an emergency or disaster. However, CATS resources and systems may become overwhelmed in the event of a major incident and not all contingencies may be anticipated nor mitigated throughout any phase of planning, and operations.

Post event critique and lessons learned will assist in better preparation for the next event.

## SITUATION

### Emergency/Disaster Conditions and Hazards

Emergencies or disasters can occur causing human suffering, injury, death, property damage, environmental degradation, loss of essential services, economic hardship, and disruption to state, local, and tribal governments. IT infrastructure and equipment is especially vulnerable to earthquake, fire, and flooding.

CATS will use three tools to identify information on the natural and technological (human-caused) hazards throughout the state.

- The Washington State Hazard Identification & Vulnerability Assessment (HIVA). The HIVA assesses the state's vulnerability to hazards, provides a methodology for analyzing hazards, and provides the basis for this Plan.
- The DSHS Agency Annex for the 2003 Washington State Hazard Mitigation Plan identifies by region the possible hazards.
- DSHS Hazard and Risk Vulnerability Self Assessment which allows site self-assessment for probable hazards.

Washington State is vulnerable to the natural hazards of avalanche, drought, earthquake, flood, landslide, severe storm, tsunami, volcano, and wild land fires.

Washington State is vulnerable to many technological (human-caused) hazards associated with abandoned underground mines, chemicals, civil disturbances, dam failures, hazardous materials, pipelines, radiological releases, terrorism, transportation incidents, and urban fires.

### Planning Assumptions

The following assumptions impact the approach to the activities described in this plan:

- 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.
- CATS may be unable to satisfy all emergency resource requests during a major emergency or disaster.
- The CATS worksite will need to provide their own resources for the first three days of an emergency or disaster. Evidence has shown that seven to fourteen days may be more realistic.
- CATS will comply with the intent of Chapter 38.52 RCW and Title 118 WAC and the CA Emergency Response Plan.
- CATS will have its own comprehensive worksite emergency management program that enables them to:
  - Determine vital services and establish procedures for continuity of service delivery.
  - Support the specific needs the worksite by ensuring the health and safety of staff, clients, visitors, and agency assets.

- Support local jurisdiction responders.
  - Support the CA, DSHS, and state emergency management missions.
  - Establish a communication chain with the Children's Administration Management Team and local emergency partners.
  - Communicate through CA HQ.
  - Provide situation reports to convey damage assessment and ability to accomplish their functional role during an emergency or disaster.
  - Develop and implement local protocols that reduce the effects of an emergency or disaster.
  - Preserve essential electronic and documentary records.
- For catastrophic incidents with community social and economic consequences, federal assistance may be available for disaster response and recovery operations under the provisions of the National Response plan (NRP). CATS will coordinate with the CA Emergency Support Team to develop the application for Federal assistance.

## CONCEPT OF OPERATIONS

### Management of Emergencies

The CATS Division Director, or designee, is responsible to the Assistant Secretary for CA to carry out the emergency management program for the CATS Division, including:

- Coordination of CATS activities with CA HQ for emergency management within the Administration.
- Responsibility for high-level emergency level management and coordination with CA HQ.
- Responsibility for coordinating with the CA Emergency Support Team (EST) for determining the level of emergency response and recovery activities required during a disaster or pandemic event, and whether or not to activate the CATS Emergency Operations Center (EOC).
- Communication of critical information from CA Assistant Secretary, or designee, to CATS Management Team. Each level supports the next lower level as described in the Continuity of Operations Plan.
- Coordination with the CA EST regarding all public information activities during a disaster or pandemic event. Designated individuals will gather accurate disaster information and promptly inform CATS management and employees, using appropriate communication channels. ***Only authorized personnel are allowed to grant interviews and answer questions from the press and public in an emergency or disaster situation.*** These individuals will provide accurate, essential, and timely information to thwart the spread of rumors, misinformation, and adverse publicity.

The Assistant Secretary for CA, or designee, will be responsible for initiating public information actions in the event that a catastrophic event disables HQ's operations on the coast (Olympia), and the Children's Administration central command is transferred to either Region 1 or 2 during the initial stages of the event, and until HQ can reestablish operational control and resume business operations.

### Direction and Control

Direction and control provides supervision, authority, coordination, and cooperation of emergency management activities to ensure the continued operation and delivery of vital services during emergencies.

CATS Incident Command System (ICS) will occur at the lowest level sufficient to meet the demands of a specific event. The severity and scope of the incident will determine the level of support required. Local events generally require a minimum level of response and recovery support. Consequently, implementation of response and recovery procedures may occur at the unit, worksite, region, or agency-wide.

### Command Model

Overall responsibility for the CATS Incident Command System (ICS) rests with the CATS Director, or designee. While overall planning, control, and event analysis will occur at the Director level, Division Managers, supervisors, leads, and individuals assume responsibility at their assigned level.

CATS has identified members to serve on the CATS Emergency Preparedness, Response, and Recovery Team (EPRT). This team is identified to support specific functional areas, for example infrastructure, telecommunications, and data recovery. These identified individuals will be the first line support to an impacted worksite to assist in response and recovery operations related to technology support.

### Incident Command System (ICS)

The CATS ICS team responds to and manages an incident from the Emergency Operations Center established in the Director's office at CATS' HQ in Lacey or an external EOC if CATS' HQ is uninhabitable or inoperable. Local technical response teams will be deployed to the location where an incident occurred (facility/office/area). The number of ICS staff needing to respond to an emergency depends on the size and seriousness of the incident. Very small incidents only need a technical team assigned with no standing ICS. Large disasters could require multiple ICS teams responding to a single or multiple sites, including the local ICS, a regional or headquarters ICS, and even an ICS from the community such as fire or police responders. ICS teams within CA are as follows:

- **Internal Incident Command (IC) Team**  
At the Division level, this function is the responsibility of the Division Director, or designee, who directs and assigns individuals to ensure that continuity of business operations occurs to maintain vital services. The Director, or designee, will provide direct oversight for coordination activities with local agencies and resources that may be of assistance.
- **Program or Support Services Incident Command Teams**

These teams manage the service delivery. They may not originate from the site where the incident occurred. They may operate remotely away from the impacted site(s) or may travel to the site. The responsibility for directing the activities of this team for CATS rests with the Director working in coordination with the CA EPRT to redirect/redeploy staff and resources to impacted site(s).

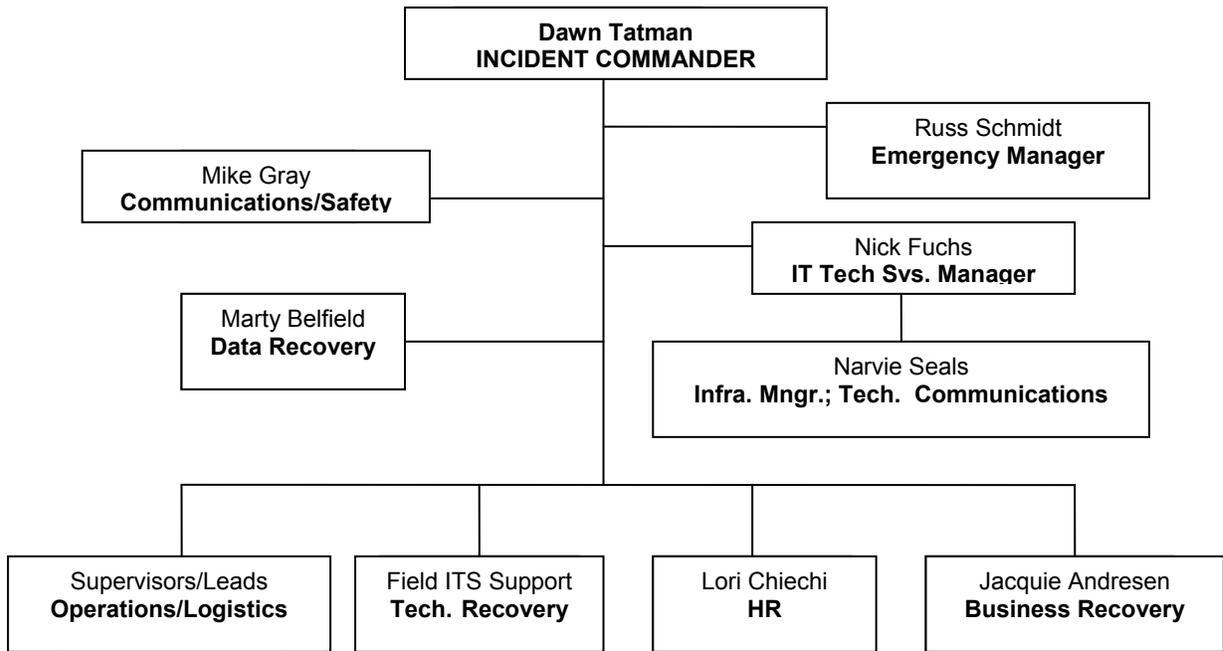
#### Command Implementation

Not all ICS elements need to be established during an emergency incident. The Incident Commander (IC) will establish the need and identify the team membership. This may vary depending on the size and severity of the incident. For minor incidents or emergencies, the administration of the site or program may choose to deal with the incident directly, or delegate this responsibility locally. This may not require the activation of the ICS or EPRT systems. For certain major or catastrophic incidents, CATS will need to establish their Incident Command Team and structure. The Incident Command System (ICS) will be the model utilized to accomplish this task.

There is no correlation between rank or position within CA and the role you may be assigned within the ICS structure. The Director may choose to delegate the position of Incident Commander (IC) to the Safety Officer or other individual during an actual emergency event.

***The first person on the scene assumes the role of the IC until relieved by someone with that designated role.***

### The CATS Incident Command System Organization and Roles



## **Emergency Operations Centers (EOC)—CATS, CA HQ, and State:**

A CATS Emergency Operations Center is established to support the command team in coordinating emergency response activities. It is generally activated only for a large scale incident that requires more complex management or coordination. It may be a temporary facility at the site of the event or can be at a remote location.

### CATS EOC

The CATS EOC will be at CATS HQ, Director's Office unless the building cannot be occupied or has lost critical services. The address is **7240 Martin Way East, Lacey, WA**. The main contact number is **360-412-3952**.

### CA HQ EOC

In the event that CA Headquarters requires an EOC, it will be located at **Office Building 2, 1115 Washington St. SE, Olympia, Washington**. If OB2 is not functioning, the location of the alternate EOC is determined as conditions dictate, and can include a temporary structure in the gravel parking lot at 14<sup>th</sup> and Jefferson, Olympia, Washington.

### State EOC

The State EOC establishes response, and recovery support for statewide emergency priorities. Priorities are determined by the extent, size, duration, and complexity of the emergency or disaster, and the availability of resources. The State EOC is generally activated for an incident at the state level or upon request. DSHS can request assistance through the state EOC, when public, private, mutual aid, and inter-local agreement resources are depleted, or at the request of the DSHS Secretary. Similarly, the CA Assistant Secretary, or designee, can request support through the DSHS EOC and EST.

## **Intra-agency Coordination**

Emergency response activities are initiated whenever conditions exist in which normal operations cannot be performed and immediate action is required to:

- Save and protect lives, health, or welfare of clients, staff, and the public;
- Prevent damage to the environment or physical assets;
- Provide vital services.

The first steps in an emergency are to declare that there is truly an emergency, and to determine the level of the emergency which will then guide what level or type of response is required.

Emergencies are classified as follows:

- Level 1 (Minor): Limited scope incident that is typically managed "at-site" with local site resources. Notification and reporting would be through normal channels.
- Level 2 (Major): Larger in scope and more severe in actual or potential effects than a Level 1, Minor. The response may be "at-site" with local on-site resources, but restoration may require coordination with external resources. Response coordination may involve 2 or more Divisions.
- Level 3 (Catastrophic): Large scope and severe in actual or potential for significant casualties, widespread property damage, or total disruption of vital services at the site. Response or restoration exceeds the capability of local on-site resources. This may require coordination with, or actual command by local or state emergency management personnel.

Operational direction and control of emergency management response, and recovery activities within CATS is conducted by the on-scene Incident Commander. CATS has appointed a primary and alternate CATS Emergency Coordinator to coordinate Division emergency management activities for the CATS EOC. CATS will activate and staff their EOC at the direction of the CA Assistant Secretary.

### **Interagency Coordination**

The CATS Director, or designee, coordinates CATS' activities with regard to emergency support function responsibilities and cooperates with other CA, DSHS, State, and federal emergency management organizations. Close coordination with DIS and ISSD will be accomplished by the Technical Manager in concert with the Infrastructure Manager as part of their regular emergency leadership roles. ISSD has primary responsibility for Voice Communications systems; CATS will coordinate to help them fulfill their role regarding related activities in that area.

### **Plan Components**

These components help CATS define the problem, minimize the impacts, and prepare to respond, and recover from those impacts which are not preventable. The components are:

#### Planning

Planning in an integrated emergency management approach involves hazard identification, risk assessment, and vulnerability analysis. It is also setting priorities and moving toward reducing potential impact of the worst hazards. Complete planning includes the following:

- Identification and prioritization of vital services.  
For CATS this has been defined as including:

- Authorizes technical assistance to affected areas to implement communications recovery strategies and procedures to minimize loss of client data, and maintain access to client data by field social workers to ensure the safety, permanency, and well-being of children and youth under state care or supervision.
- Authorizes access to redundant systems, and the acquisition, distribution, and maintenance of IT, and voice communications equipment and systems.
- Authorizes impact expenditure decisions and reports recovery progress through the CA management structure.
- Hazard and vulnerability analysis.  
This activity involves identifying the types of hazards, likelihood of occurrence, location, impact, and strength. The Hazard and Risk Tables below identify the probability and impact of the hazards and risks most common to Washington State and CA plus a CATS self assessment. These tables were initially developed for the CA Emergency Plan and adapted for CATS.
- Hazard and Risk Vulnerability Self Assessment.  
A hazard and risk vulnerability assessment is required before worksites develop an emergency preparedness plan. The assessment identifies and rates the most significant hazards and vulnerabilities at the worksite.

The attached "Hazards Area in Washington State" document identifies specific risks for each Washington county. Each county has at least one CA facility which is supported by a team of CATS technical staff assigned to that geographic area. For each area, the tables show the likelihood and impact of each hazard.

- Hazard Probability Analysis  
The probability table below was developed for the CA Emergency Plan and is assumed to be applicable to our Lacey location 8 miles away.
  - Site Location: CATS HQ, 7240 Martin Way NE, Lacey, Washington
  - Developed by: Ken Kraft (for the CA Emergency Plan)
  - Date: 7/29/2009

### Risk assessment

This activity is the measure of the probability that damage to life, property, economy, and environment will occur if a hazard manifests itself. Vulnerability describes exposure to a threat. The distinction between risk and vulnerability is important. Vulnerability is a measure of what, and how much you stand to lose. The vulnerability analysis identifies and quantifies what is susceptible to damage.

0	Not applicable to facility
1	Not probable
2	Low probability
3	Moderate probability
4	High probability
5	Nearly certain

**Criteria: Probability of emergent occurrence within a 10-year period from date of review.**

0	1	2	3	4	5	Avalanche	0	1	2	3	4	5	Mud Slide
0	1	2	3	4	5	Biological Accident	0	1	2	3	4	5	Pandemic
0	1	2	3	4	5	Blizzard or Massive Snowstorm	0	1	2	3	4	5	Pestilence
0	1	2	3	4	5	Bomb Threat	0	1	2	3	4	5	Pipeline Explosion
0	1	2	3	4	5	Bombing (actual)	0	1	2	3	4	5	Plane Crash
0	1	2	3	4	5	Chemical Spill or Contamination	0	1	2	3	4	5	Port Accident
0	1	2	3	4	5	Civil Disobedience	0	1	2	3	4	5	Radiological Accident
0	1	2	3	4	5	Dam Rupture	0	1	2	3	4	5	Railway Accident
0	1	2	3	4	5	Drought	0	1	2	3	4	5	Riot
0	1	2	3	4	5	Earthquake	0	1	2	3	4	5	River Flood
0	1	2	3	4	5	Electric Power Blackout	0	1	2	3	4	5	Sewage Treatment Back-up
0	1	2	3	4	5	Epidemic	0	1	2	3	4	5	Ship or Boat Emergency
0	1	2	3	4	5	Fire Building	0	1	2	3	4	5	Smog Episode
0	1	2	3	4	5	Fire Forest	0	1	2	3	4	5	Snowstorm Massive
0	1	2	3	4	5	Flash Flood	0	1	2	3	4	5	Tornado
0	1	2	3	4	5	Fog Episode	0	1	2	3	4	5	Truck or Highway Accident
0	1	2	3	4	5	Freeze (Major)	0	1	2	3	4	5	Tsunami
0	1	2	3	4	5	Gas Main Break	0	1	2	3	4	5	Volcanic Eruption
0	1	2	3	4	5	Hail Storm	0	1	2	3	4	5	Waste Disposal Accident
0	1	2	3	4	5	Hostage Incident	0	1	2	3	4	5	Water Main breakage
0	1	2	3	4	5	Hurricane	0	1	2	3	4	5	Water Pollution
0	1	2	3	4	5	Ice Storm	0	1	2	3	4	5	Water Shortage
0	1	2	3	4	5	Industrial Accident	0	1	2	3	4	5	Watershed Contamination
0	1	2	3	4	5	Lahar	0	1	2	3	4	5	Wind Storm
0	1	2	3	4	5	Land Slide							Other (Describe)
0	1	2	3	4	5	Lost Persons							Other
0	1	2	3	4	5	Mine Emergency							Other

CATS Emergency Response Plan

Placeholder for form below (this one is an image, not a document). See hard copy.

The following table is the self assessment for risk and vulnerability at the CATS Lacey HQ worksite:

### Hazard and Risk Vulnerability Self Assessment

#### Department of Social and Health Services

Instructions: Enter a numeric score for each question for each specific risk. Score between 0 - 20 with 0 - 6 being a low risk range, 7 - 13 being a moderate risk range, and 14 - 20 being the highest perceived vulnerability.											
Administration / Division:											
Building / Facility Name:				City:				County:			
<b>Specific Risk</b>	<b>Earth Quake</b>	<b>Severe Storm</b>	<b>Flood</b>	<b>Volcanic Activity</b>	<b>Tsunami</b>	<b>Wild Fire</b>	<b>Structure Fire</b>	<b>Chemical Hazard</b>	<b>Bio Hazard</b>	<b>Terrorism</b>	<b>Workplace Violence</b>
1. Potential of this event occurring at your facility?											
Comments:											
2. Potential of this event adversely impacting on-site hazards?											
Comments:											
3. Potential of this event causing mass casualties at your facility?											
Comments:											
4. Potential of this event disrupting your products or services?											
Comments:											
5. Potential for compromising the security of your facility?											
Comments:											
6. Potential for compromising an external emergency response?											
Comments:											
<b>Total Points for Specific Risk</b>											
<b>Rank Order for Specific Risk</b>											

The following Washington State Hazard tables below were developed for the CA Emergency Plan.

### Hazard Areas in Washington State

May-04

COUNTY	HAZARD TYPE								
	<i>Earthquake</i>	<i>Flood</i>	<i>Drought</i>	<i>Severe Storm</i>	<i>Avalanche</i>	<i>Landslide</i>	<i>Volcano</i>	<i>Tsunami</i>	<i>Wild Fire</i>
<b>Adams</b>			Medium risk						
<b>Asotin</b>		Medium	High risk						
<b>Benton</b>	VII <sup>2</sup>	Medium	High risk	Medium		High			
<b>Chelan</b>	VII				X				
<b>Clallam</b>	VIII <sup>[2]</sup> - IX <sup>[3]</sup>	Medium				Medium		High	
<b>Clark</b>	VII - VIII	Medium		Medium		Medium			
<b>Columbia</b>		Medium	High risk						<i>See page 47 for Wildfire- Urban Interface</i>
<b>Cowlitz</b>	VII - VIII	High		Medium		High	X		
<b>Douglas</b>	VII								
<b>Ferry</b>			Medium risk		X				
<b>Franklin</b>			Medium risk						
<b>Garfield</b>		Medium	High risk	Medium		Medium			
<b>Grant</b>	VII								
<b>Grays Harbor</b>	VIII - IX	High		High		High		High	

1 Very strong shaking, moderate damage

2 Severe shaking, moderate to heavy damage

3 Violent shaking, heavy damage

DSHS Children's Administration Continuity of Operations Plan

**Hazard Areas in Washington State**

May-04

COUNTY	HAZARD TYPE								
	<i>Earthquake</i>	<i>Flood</i>	<i>Drought</i>	<i>Severe Storm</i>	<i>Avalanche</i>	<i>Landslide</i>	<i>Volcano</i>	<i>Tsunami</i>	<i>Wild Fire</i>
<b>Island</b>	VIII - IX							High	
<b>Jefferson</b>	VIII - IX	Medium		High		High		High	
<b>King</b>	VIII - IX	High		High	X	High	X	Medium	
<b>Kitsap</b>	VIII - IX	Medium		Medium		Medium		Medium	
<b>Kittitas</b>	VII	Medium		Medium	X	Medium			
<b>Klickitat</b>	VII	Medium	High risk	Medium	X		X		
<b>Lewis</b>	VII - VIII	High		High	X	Medium	X		
<b>Lincoln</b>			Medium risk						
<b>Mason</b>	VIII	Medium		Medium		Medium			
<b>Mt. Adams</b>									
<b>Okanogan</b>	VII								
<b>Pacific</b>	VIII - IX	High		High		High		High	
<b>Pend Oreille</b>				Medium		Medium			
<b>Pierce</b>	VIII	High		High	X	High	X	Medium	
<b>San Juan</b>	VIII							High	

## Hazard Areas in Washington State

May-04

COUNTY	HAZARD TYPE								
	<i>Earthquake</i>	<i>Flood</i>	<i>Drought</i>	<i>Severe Storm</i>	<i>Avalanche</i>	<i>Landslide</i>	<i>Volcano</i>	<i>Tsunami</i>	<i>Wild Fire</i>
Skagit	VII - VIII	Medium		Medium	X		X	Medium	
Skamania	VII - VIII	Medium					X		
Snohomish	VII - VIII	High		High	X	High	X	Medium	
Spokane			Medium risk	Medium		Medium			
Stevens		Medium		Medium		Medium			
Thurston	VIII	High		High		High		Medium	
Wahkiakum	VIII	High		High		Medium		High	
Walla Walla			High risk						
Whatcom	VII - VIII	Medium		Medium	X		X	Medium	
Whitman		Medium	High risk	Medium		Medium			
Yakima	VII	Medium	Medium risk	Medium	X	Medium			

## Risk Mitigation

Mitigation and prevention strategies are the core functions that support all preparedness, response, and recovery activities. Mitigation is any action that reduces or eliminates long-term risk to people, property, environment, and the economy from natural and technological hazards. If mitigating a hazard is not possible, then staff must be ready to prepare, respond, and recover.

### CATS' Mitigation Activities:

CATS will develop and report a Hazard and Risk Vulnerability Self Assessment, including the table above and:

- Conduct structural and non-structural hazard analysis of facilities and worksites to identify and mitigate hazardous conditions.
- Work with building safety committees to create strategies and plans to implement mitigation activities.

### CATS Preparedness Activities

*F. CATS will develop operational procedures, processes, and identification and acquisition of resources to activate, manage, and assist with emergency response activities, including:*

- Documentation of operational procedures for emergency response in this Plan.
- Identification and documentation of roles, responsibilities, and lines of authority for the operational procedures.
- At least annually, conduct preparedness training, education, and plan maintenance to validate emergency plans and procedures.
- Identify essential resources for implementation of our prioritized vital services, and to support health and safety, and other essential facility operations. This includes but not be limited to staff, equipment, supplies, facilities, critical business functions and operations, and materials for life and family protection safety.
- Develop a resource inventory which will be kept current.
- Establish and implement procedures to document and report emergency or disaster-related expenditures which may qualify for insurance, state, or federal reimbursement.
- Plan and develop data input fields for foster parents' and relative caregivers' Emergency Contact Information (See page 89 for details).

### Response Activities

The CATS worksite will establish effective response strategies and actions to be taken immediately before, during, or directly after an emergency occurs. The strategies and actions are designed to save lives, minimize damage to property and the environment, and enhance the response effectiveness in disaster recovery and business resumption. This includes the CA and state ESF support activities as requested, including:

#### Notification and Activation:

- Process emergency calls or information.
- Activation of emergency operations procedures.
- Notification of personnel who have response duties.
- Mobilization or demobilization of services.
- Maintaining vital services.

#### Communications:

- Implement communications procedures, including data and voice, in support of emergency operations.
- Provide situation reports and damage assessments to the CA ICS.

#### Public Information:

- Activate procedures to disseminate and respond to requests for disaster information involving the agency, employees, responders, the public, and the media. Primary contact is CA Public Information Officer (PIO).

#### Evacuation and Sheltering in Place:

- Implement procedures to authorize, initiate, and accomplish evacuation or sheltering in place as needed to protect employees and others.

#### Personnel Identification and Accountability:

- Control access to the area affected by the emergency or disaster.
- Identify personnel engaged in activities at the incident.
- Account for personnel engaged in incident activities.

### Recovery Activities

CATS will implement comprehensive disaster recovery, and business resumption strategies and activities to return vital systems to no less than minimum operating standards tiered commensurate with the level of emergency using the following as guidelines:

- Short-term target is 24 hours for worksite (CA Field Office, HQ, CATS HQ) data recovery (Reference: Data Risk Mitigation and Recovery, below).
- Long-term target activities are designed to return life and business operations to normal or improved levels.

- Prepare and report a business impact analysis in order to establish short and long-term recovery goals and objectives. These goals and objectives should address the following:
  - Health and safety of employees and clients.
  - Continuity of operations and services.
  - Recovery of essential records.
  - Environmental impact of disaster.
  - Mitigation goals and activities.
  - Economic impact.
  - Regulatory and contractual requirements.
  - For interagency events requiring DSHS assistance in implementing, and managing Emergency Support Function (ESF) responsibilities as part of ESF 21, Recovery and Restoration, and/or responsibilities pertaining to the Washington State Recovery and Restoration Task Force (RRTF).
- Management of recovery goals consider the following activities:
  - Strategic planning, to include preparing budget estimates for structural, and non-structural repairs, and mitigation.
  - Management and coordination of recovery activities.
  - Coordinating fiscal operations and recovery funding.
  - Management of volunteer, contractual, mutual aid, and agency resources.
  - Implementation of mitigation goals and activities.
  - Personnel reunification and support.
  - Organization and staffing for business continuity, and the delivery of vital services.
  - Restoration and salvage.

#### Post-Disaster Situation Evaluation Analysis

CATS will conduct and report to CA HQ a post-disaster situation analysis and an after-action report to review and determine the effectiveness of established operating procedures, assigned tasks, and responsibilities. Lessons learned will be utilized to update this Plan.

## RESPONSIBILITIES

The following outlines the CATS staff responsibilities by position. The overall concept is a top down chain of command structure. Again we note that the first leader or staff on the scene assumes the top responsibilities until officially replaced by an assigned leader.

- **CATS Director (Dawn Tatman):**

- Demonstrate commitment, leadership, and direction of the planning objectives.
- Provide centralized leadership for the development and implementation of emergency management through collaboration and coordination with CA Management and Emergency Response Teams.
- Communicate Emergency Preparedness status to CA Management Team through updates during future program reviews and meetings as appropriate.
- Provide timely decisions.
- Member of the CA Emergency Support Team (EST).
- Designate individuals to assume leadership functions during an emergency or event.
- Identify additional individuals in the event the primary and alternate people are not able to report in.
- Define and support the roles and responsibilities of those given the authority to assume the leadership positions.
- Assure the training of these individuals on how to perform in their assigned roles. Assure that disaster-related training occurs on a regular basis and hold management staff accountable for this.
- Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

- **Emergency Preparedness Manager (Mike Gray):**

- Prepare, publish, and distribute Emergency Management documents: develop and maintain automated and printed records for plans and reference materials.
- Demonstrate commitment, leadership, and direction of the planning objectives.
- Provide leadership for the development and implementation of emergency management planning and updating of plans; serve as CATS Safety Officer.
- Provide emergency, or disaster planning guidance, and direction to the CATS Director, or designee.
- Provide timely emergency-related decisions.
- Monitor emergency preparedness training according to the plan and report status to the CATS director.

- Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>
- **CATS Managers:**
  - Identify and prioritize vital services.
  - Provide commitment, leadership, and direction for development of emergency management plans.
  - Develop system for resource allocation to support plan development, training/testing, response and recovery activities.
  - Assure staff access to worksite and program plans.
  - Participate in CATS Command Team activities.
  - Provide status reports and data on event.
  - Coordinate with stakeholder groups as needed.
  - Assure regular training and exercising of plan.
  - Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>
- **CATS Supervisory and Lead Staff:**
  - Assure a safe working environment for staff and clients.
  - Contact their manager or ICS Lead during an incident regarding the status of their staff.
  - Assure operational efficiencies and protection of state assets.
  - Assure or support implementation of vital services.
  - Train staff in emergency management plan components.
  - Inform staff of current conditions during an incident.
  - Provide direction for necessary actions.
  - Implement continuity plan.
  - Coordinate activities through their supervisor/manager.
  - Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>
- **Emergency Planning and Response Team Staff (Incident Command System):**
  - Plan and implement an emergency management plan to:
  - Provide a safe working environment for staff and clients.
  - Protect state assets.
  - Maintain vital service delivery.
  - Train staff in emergency management plan components.
  - Direct participation in emergency response service delivery.
  - Provide status reports and data on event.
  - Learn emergency management concepts and practices, and obtain certification as indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

- **CATS Safety Committee:**

The CATS Safety Committee will assist with development and review of the Emergency Preparedness Plan to:

- Identify requirements for an emergency management plan.
- Identify any needed specialized support plan that CATS should provide.
- Assure development of required plan(s).
- Assure accessibility of required plan(s).
- Assure training of staff assigned to facility or program.
- Assure any special needs of staff are included in the plan.
- Provide status reports and data on event.
- Assure regular training and exercising of plan.

- **All CATS Staff (includes CA Employees and onsite vendors):**

Each individual is responsible for personal preparedness for home and family as well as at the worksite. Additional responsibility includes:

- Implementation of any assigned emergency planning and implementation role; or participation in emergency response service delivery.
- Implement or support implementation of vital services.
- Maintain operational efficiencies and protection of state assets.
- Assist in the maintenance of a safe working environment.
- Inform supervisor of their status and ability to work.
- Inform supervisor of their location if not able to report in.
- Be available to support other units or activities.
- Maintain communication of their status with supervisor and team leads.

- **All Administration Groups:**

- Implementation of any assigned emergency planning and implementation role; or participation in emergency response service delivery.
- Demonstrate commitment, leadership, and direction of the planning objectives.
- Responsible for the review and feedback on information and materials provided.
- Responsible for revision, new development, and updating of their facility, worksite, or program Emergency Management Plans.
- Responsible for the implementation of their facilities/worksites or programs emergency plans as needed.
- Assist in the implementation of the CA Emergency Preparedness, Response, and Recovery Plan as needed.

### **CATS Emergency Plan Maintenance**

- Training: Training includes assuring each CATS staff member reviews the plan, attends a meeting to go over the plan, and attends specific training activities.

Ongoing communications and training is necessary and will utilize a variety of media including:

- Posters
  - Email
  - Meetings
  - Mock incidents (i.e. fire and earthquake drills)
  - Distribution of additional informational materials
  - Formal training sessions.
- 
- Testing/Practice: Testing of plans should be an ongoing priority. The more routine our response activities become, the better we will be able to respond when a disaster occurs. Plans need to be trained and tested twice annually.
  - Revise/Update Plan: The CATS plan will be revised and updated as conditions change, and/or following any training, testing, exercise, or actual event(s) and lessons learned.
  - Policy Development: Any changes to policy will follow routine procedure for development, review, and approval and incorporation into the CATS plan as required.
  - Emergency Management Documents: CATS will develop and maintain automated records management for the CATS Emergency Response Plan and all reference materials.

## **Data Risk Mitigation and Recovery Activities**

The major **statewide** mission of CATS for CA's emergency **preparedness** is to assure the backup, retention, protection, and recovery processes for CAMIS and CA Server client-related and business data and related software. These activities are described below:

### **Case and Management Information System (CAMIS) Backup and Recovery Plan**

CAMIS is the primary data system used by CA for all client and provider information. CAMIS data resides on an IBM Mainframe housed in Office Building 2 (OB-2) operated by the Department of Information Services (DIS) with data backup and support by the DSHS Information Systems Services Division (ISSD).

#### **CAMIS Production Data Backup and Retention schedule (ISSD):**

- **Weekly:** Wed & Fri mornings 3am and Sun morning 3am.
- **Monthly:** on first day of the month, at 6:15pm. Retention: 45 days.
- **Twice-monthly:** on the day immediately prior to each State payday (usually the 9<sup>th</sup>/24<sup>th</sup>), at 8:00pm.  
Retention: 14 days.

#### **CAMIS Data Recovery Plan (ISSD/DIS):**

(Reference: <http://issd.dshs.wa.lcl/dbasite/General/backupinfo.htm>)

If a database or file becomes unusable in its current state, the process of getting back to a previous point in time when the data is usable is called a recovery. A recovery always begins with a **restore**. The restore process uses a backup dataset to overwrite the current information in the database or file with the information as it was when saved to a backup dataset.

#### **CAMIS Disaster Recovery Plan (ISSD/DIS):**

(Reference: <http://issd.dshs.wa.lcl/dbasite/General/dr.htm>)

Generally, if CAMIS data is corrupted and we need a restore, that **could** be considered a disaster. However, that is not typically what is meant by the phrase 'Disaster Recovery'. Disaster Recovery (D/R) generally refers to a major physical disaster which has caused the data center to be non-operational or non-usable. In the case of CAMIS, that means the IBM mainframe platform and all the disk and tape storage management that is housed on the service level of OB-2 is of no use because of a catastrophe, e.g. an explosion, flood, earthquake, fire, etc. If this happens you do not have a computer platform on which to operate your database or a network with which connect, but you also have lost any of those backup and protection log tapes to recreate the database in the first place. **That** is a disaster.

For disaster recovery, there is a "hot-site" in the Eastern United States with a **replica** of our environment, network, and data. A hot-site has a similar capacity IBM mainframe

which is configured to run with our software and can be loaded to run all of our datasets and databases. DIS negotiates and maintains contracts for hot-sites for everything stored on the mainframe. DIS and ISSD work together to ensure network connection to the hot-site.

Separate copies of CAMIS weekly backups and protection logs are sent off-site and securely protected. In the event of a disaster, those copies are shipped to the remote hot-site and used in the recovery process. The hot-site IBM is loaded, the appropriate connections are made and CAMIS becomes available to the CA computer system again. Specifically:

- Daily, DIS moves backup tape to another location in our state.
- There is the TSM (server backup service) and Unisys platform tape media offsite storage.
- Virtual Tape (Vtape) is written to a disk storage pool and this pool is written behind the scenes to physical high capacity tape daily and delivered off site.
- DIS tapes are shipped to a site in the Eastern United States to a contracted vendor to recover our systems.
- ISSD/DIS is able to initiate the recovery of our systems back east from another site in our state provided by the same vendor.
- ISSD/DIS performs disaster recovery exercises twice annually where a small crew of staff are sent back east and a larger crew stays in state with our customer base to initiate the recovery and testing.

### **CA File Server Backup and Recovery Plan**

The backup activities described below are in full operation, providing 100 percent redundancy for CA's official records and data on CA's file servers throughout the state. CATS retains 7 years of data backup tapes in fireproof storage.

#### CA File Server Backup

Nightly backup:

- All but 4 of the smallest CA office file servers are backed up nightly on a local tape backup device. These backups are "differential", adding the day's newly-created data and changes to the prior backup. Tapes are stored in fireproof safes.
- All office servers are backed up to a disk storage device ("Power Vault") in OB-2.

Weekly backup:

- All but 4 of the smallest CA office file servers are backed up weekly on a local tape backup device. These are full backups of all data. Tapes are stored in fireproof safes.

Monthly backup:

- All but 4 of the smallest CA office file servers are backed up monthly on a local tape backup device. These are full backups of all data. Tapes are stored in fireproof safes.

Annual backup:

- Each office retains the year-end office backup as an annual tape. These are retained for 7 years per protocol for public disclosure. As of June, 2007 we have 3 years of annual tapes retained.
- The year-end OB-2 Power Vault all-CA backup disk is also be backed up on tape. This annual backup is retained for 7 years in the Iron Mountain, Inc. vault. Year-end 2007 will be the first such annual tape.

CA File Server Data Recovery

- Office-level recovery: An entire backup or any part of a backup can be loaded on any office file server or another server within 24 hours for availability to office staff. This can be done from the local nightly, weekly, or monthly backup tape. In the event of loss of those tapes to fire, flood, destruction of the building, the backup is available from the OB 2 disk storage (Power Vault) device.
- Multiple-office recovery: In the event that tapes are unavailable due to fire, flood, destruction of the building, the backup is available from the OB 2 disk storage (Power Vault) device.
- Disaster recovery: In the event that OB-2 file servers and storage devices are completely destroyed or unrecoverable for a period of time, CATS will have backup tapes stored off site in an "environmentally optimized" vault by Iron Mountain, Inc. (reference <http://www.ironmountain.com/dataprotection/>). The service of Iron Mountain is to "locate the tapes you require, transport them securely to the recovery site of your choice, and work alongside your team to restore your data."
- Catastrophic disaster recovery (anticipated activity to be completed by December 31, 2007): CATS is planning to establish a "mirror site" for full backup of data (expected location is Spokane, WA.). This will essentially replicate the "Power Vault" disk storage backup taking place nightly at OB-2. This site will be located in Spokane to mitigate a disaster where OB-2 is obliterated, such as in the event of a major earthquake. CA data can be accessed or replicated to other CA locations, including a new server in OB-2, from this storage site if needed.

## **Continuity of Operations: Data Access Response and Recovery**

There are many scenarios and levels of emergencies which can impact CA staff ability to access CAMIS and CA business data at a single office, multiple offices, region-wide or even larger geographic areas, such as Western Washington. For each of these scenarios, some fundamental response and recovery activities apply. As the scale of the emergency increases, additional personnel and resources will be required to respond and recover. However, the basic CATS response and recovery activities regarding data and communication systems remain the same:

- Determine and report the cause, extent, and likely duration of the disruption.
- Identify CATS on-site and other personnel available for the response and recovery actions (see Shared Emergency Administration (SEA) Account Policy, below).
- Identify the current availability and capacity of data and communication systems and equipment to provide the needed levels of service.
- Coordinate closely with local and HQ CA leadership.
- Determine what individuals require access to critical data based on this prior agreement from CA Management: "CATS and/or Office Support group will proceed to apply the fixes to equipment according to the priority identified by each office or as directed by their immediate supervisors. In the event that a priority list is not available from the office, the default priority will be as follows:
  - Intake
  - Social Workers
  - Clerical
  - Supervisors
  - Management"
- Determine what resources they need at a minimum to gain that access (power, laptops, CITRIX access, Wi Fi, cell phones, etc.)
- Locate the needed resources and/or determine alternative locations for access.
- Provide CATS technical assistance to set up and test equipment and train the user or assure the necessary skills for use.
- Provide follow up help resources for the user.

The following is list of likely scenarios and the planned response to assure continuity of operations regarding CAMIS and CA data access:

- Building/office Response and Recovery—It is not an unusual occurrence for a single office to experience an event which "takes out" data access, either to the local server or external lines to CAMIS or OB-2 data files. Some of the more common scenarios include:
  - A spreading computer virus disrupts a server and an office of desktop devices.
  - A vehicle accident or wind takes out power and/or data lines.

- Fire, flooding, bomb threats or other emergency makes a building inaccessible.

The business of CA must continue, with computer and phone service. Here are some of the contingency plans for single building response and recovery:

- Approximately 50% of social workers have laptops which may be used external to the worksite.
  - Some laptops have Verizon access cards and software installed (%? Info request sent for fiscal data).
  - Social workers may have CITRIX (DSHS Virtual Workplace) by request of their management, allowing them to access CAMIS and CA files and email from a home computer or their laptops at any location with internet access.
  - For those without laptops or home computers, laptops can be made available from “check-out” laptops or extras around a region or state, including the CATS Trainers' Mobile Computer Labs (30 laptops when fully implemented). It is expected this would be enough to supply the social workers from a medium-sized worksite who would need them.
  - Additional laptops may be rented or leased as needed, and combined with CITRIX access for the user.
  - Work locations can include home, other CA offices (conference rooms, empty cubes, etc.) and the possibility of outside locations with Wi-Fi “hot spots”.
  - Workers' cell devices (phones, hand-held multiple use data devices) should continue to be functional in this type of incident.
- Multiple Worksite Response and Recovery—Major events such as a large electrical grid outage, earthquake, or terrorist strike could potentially take out multiple worksites, including large and medium-sized offices. The most vulnerable areas are where CA worksites are in relatively close proximity, i.e. Seattle, Olympia, and Snohomish County. Yakima also has 2 worksites in the city. Such an event would stretch resources and may make workers' homes and other nearby locations also unusable for computer work. Multiple CA servers, external data transmission lines, phone connections, cell towers may all be impacted and out of service for indeterminable and varying amounts of time. Here are some contingency plans:
    - Workers may need to go to other cities and/or to other CA Worksites to utilize computers and phones for work, depending on the extent of the local damage or threat. As above, they could utilize laptops in CA conference rooms or Wi-Fi hot spots in various locations with CITRIX access.
    - An incident of this nature may require an immediate plan (based on number of displaced workers) for workers to “double-up”, sharing workstations while they match up schedules between field work and data work.

- Disrupted local (office) file server information may need to be loaded from backup tapes to another office file server for use by displaced workers. The necessity for this would be coordinated with the leadership of the displaced office workers (RA, AA, or Supervisors as appropriate or available).
- Regional/multi-regional Disruption Response and Recovery—In the event of a catastrophic earthquake or massive terrorist attack (as with nuclear or widespread biological weapons), a large area of Washington State could become disrupted. In this situation the following steps are prioritized in this order:
  1. Immediate preservation and protection of life and personal survival becomes the first priority.
  2. Identification, location, and activation of available leadership and field workers are next.
  3. Assessment of the overall safety and health of worksites.
  4. Activation of response and recovery emergency plans.
  5. Field operations to locate and protect the children and families in our care.
  6. Infrastructure recovery operations for communications and data services will become systematic, first with the identification of available operating capacity, then the rebuilding of infrastructure.

Contingency plans include:

- As data and communication transmission capacity recovers, CA servers can be fixed or replaced, then downloaded with the most recent data from off-site storage (Iron Mountain, Inc.).
- DIS is responsible for the same process with CAMIS systems and the Internet delivery for the State.
- ISSD is responsible for recovery operations for CITRIX Virtual Workplace.
- After those systems are in place, access through any available workstations (laptops or desktops) with internet access is feasible.

Looking to the future for an increased ability to respond to major disruptions, investment in some additional contingencies should be considered, including:

- Assure that all social work field staff and their leadership have laptops with CITRIX access, Verizon cards, Wi-Fi capability.
- Provide access to extra batteries in a variety of locations.
- Acquire and store additional laptops with Verizon cards and Wi-Fi capability and extra batteries at regional sites for use anywhere in the state when local machines are disabled or destroyed.

Additional standing contingency options which apply to all automation systems supported by the Children's Administration Technical Services (CATS) Division and all CATS staff include:

- Shared Emergency Administration (SEA) Account Policy (reference IT Security Policy Manual 15229)—This account is to give non-technical staff, office site assistants, or other designated office workers full administrative privileges to Children's Administration desktop computers at the local administrative level in response to an event that requires software, patches, or other solutions be applied to each computer locally and which can not be distributed electronically.
- Expedited Patch Application Procedure (reference IT Security Policy Manual 15227)—The purpose of this standard is to outline the procedures needed to expedite the installation of patches that are critical in nature on a network-wide basis.
- Patch Notification Response Procedures (reference IT Security Policy Manual 15226)—The purpose of this standard is to outline the necessary resources, steps and methodology needed to successfully classify and respond to virus definition file updates and software patch upgrade notifications from vendors.

### **CATS Emergency Response Assignments**

The following table outlines the emergency response assignments for CATS key staff:

CATS Emergency Response Assignments				
#	Position	Brief Description of Responsibilities	Primary	Alternate
<b>COMMAND STAFF POSITIONS</b>				
1.	Incident Commander	<ul style="list-style-type: none"> <li>• Activate the Incident Action Plan (IAP).</li> <li>• Monitor potential threats.</li> <li>• Support on-scene response operations.</li> <li>• Receive, compile, and display data on the emergency situation, resource status and commitments as a basis for planning.</li> <li>• Analyze current problems, anticipate potential problems and formulate options for solving them.</li> <li>• Coordinate with CA HQ &amp; local agencies.</li> <li>• Develop and disseminate worksite/facility warnings and other emergency staff information utilizing the CATS Communications Officer.</li> <li>• Decide and implement site evacuation activities.</li> <li>• Coordinate damage assessment activities and assess the status of staff health and safety, worksite operations, and CA tech operations.</li> <li>• Request assistance from local agencies, volunteer organizations, and businesses or from the state as may be required.</li> <li>• Implement incident cost tracking and analysis.</li> </ul>	Dawn Tatman, Director	<u>1<sup>st</sup> Alternate</u> Russ Schmidt, Deputy Director  <u>2<sup>nd</sup> Alternate:</u> Nick Fuchs, Tech Services Manager  <u>3<sup>rd</sup> Alternate:</u> Mike Gray, Communications Manager
2.	Comprehensive Emergency Management Plan Coordinator	<ul style="list-style-type: none"> <li>• Program Manager for CATS Emergency Management.</li> <li>• Respond and function as CEMP Coordinator in support of the worksite/facility Incident Commander.</li> <li>• Set up and administer the Emergency Operations Center if needed.</li> <li>• Coordinate and implement site physical, personnel, and document and data security measures.</li> <li>• Oversee all reporting and communications activities.</li> <li>• Recommend emergency measures to the Incident Commander (IC), such as evacuation.</li> </ul>	Russ Schmidt, Deputy Director	Nick Fuchs, Technical Services Manager

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CATS Emergency Response Plan

DSHS Children's Administration Continuity of Operations Plan

		<ul style="list-style-type: none"> <li>• Collect, evaluate, disseminate, and use information about the incident and status of resources. Information to: <ul style="list-style-type: none"> <li>• Understand the current situation</li> <li>• Predict probable course of incident events.</li> <li>• Prepare alternative strategies for the incident.</li> </ul> </li> <li>• Develop the IAP that defines the response activities and resource utilization for a specified time period.</li> <li>• Coordinate the maintenance of accurate, up-to-date incident files. Examples of incident documentation include: IAP, incident reports, communication logs, injury claims, situation status reports, etc. Thorough documentation is critical to post-incident analysis. Some of these documents may originate in other sections. Ensures each responsible position is maintaining and providing appropriate documents. Incident files will be stored for legal, analytical, and historical purposes.</li> </ul>		
3.	Safety Officer	<ul style="list-style-type: none"> <li>• Monitor and assess safety hazards or unsafe situations and developing measures for ensuring personnel safety.</li> <li>• Take immediate action to correct an unsafe act or practice or to remove personnel from the threat of imminent danger. Advise the worksite/facility Incident Commander and affected supervisors of the action.</li> </ul>	Mike Gray, Safety Officer	Mike McAlister, Developer
4.	Communication Officer	<ul style="list-style-type: none"> <li>• Coordinate releases and internal messages to staff and employees.</li> <li>• Maintain liaison CA HQ PIO; provide information as approved by the Incident Commander, assuring that official statements are issued only by those authorized to issue such statements; provide information for response to inquiries from the public relative to the disaster.</li> <li>• Notify and brief the Incident Commander.</li> <li>• Provide point of contact and coordination between CA HQ, DSHS PIO.</li> <li>• Initiate and maintain contact with assisting public or private agencies Provide liaison with the community officials that may keep them up-to-date on issues that are pertinent to the worksite and specific topics.</li> </ul>	Mike Gray, Communications Mngr.	Russ Schmidt or Designee
5.	Legal Counsel	<ul style="list-style-type: none"> <li>• Provide legal counsel to the worksite Incident Commander regarding emergency actions, worksite liability, and possible legal eventualities.</li> </ul>	Steve Hassett, AAG	AAG Designee

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<b>HUMAN NEEDS POSITIONS</b>					
<b>6.</b>	Human Needs Coordinator		<ul style="list-style-type: none"> <li>Assist the Safety Officer and Logistical Coordinator to manage human needs and report situation status and resource status to the worksite Incident Commander.</li> <li>Assess the human needs situation and report to the Incident Commander.</li> <li>Participate in implementing the Incident Action Plan (IAP).</li> <li>Assist the Safety Officer to coordinate the safety of CATS personnel.</li> <li>Request or release human resources through the worksite Incident Commander.</li> </ul>	Lori Chiechi	Jacque Andresen
<b>7.</b>	Logistical & Business Support Coordinator		<ul style="list-style-type: none"> <li>Manage ordering, distribution, and assessment of needed supplies, i.e. food, water, first aid supplies.</li> <li>Report status of supplies to the Incident Commander.</li> <li>Secure food for worksite during emergencies.</li> <li>Coordinate emergency feeding for any worksite location during natural disasters.</li> <li>Coordinate transportation to support emergency operations, including transport of emergency personnel, equipment and supplies, Support the technical manager for locating &amp; ordering required equipment for IT recovery operations.</li> <li>Record the status of resources committed to the incident.</li> <li>Evaluate resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipate resource needs.</li> <li>Track incident costs and reimbursement accounting. Manage the accounting, auditing, and documentation of all emergency expenditures. Set up and manage the emergency accounting system. Compile damage cost estimates; and arrange for sources of emergency funding.</li> </ul>	Jacque Andresen	Lori Chiechi

DSHS Children’s Administration Continuity of Operations Plan

<b>INFRASTRUCTURE SUPPORT SECTION POSITIONS</b>					
<b>8.</b>	Infrastructure Support Manager		<ul style="list-style-type: none"> <li>• Manage Infrastructure Support and Recovery activities in coordination with the Technical Manager.</li> <li>• Participate in developing and implementing the Incident Action Plan (IAP).</li> <li>• Assess the situation and report to the worksite Incident Commander</li> <li>• Command any required direct response.</li> <li>• Coordinate worksite-based responses with external agencies.</li> <li>• Request or release resources through the worksite Incident Commander.</li> <li>• Assess the condition of the worksite’s voice and data infrastructure and the centralized computing services.</li> <li>• Maintain worksite computer information systems, including; assessing system status; initiating emergency repair and recovery; and providing information to support emergency response and recovery operations, as requested by the worksite Incident Commander.</li> <li>• Provide technical support t for the worksite telephone and communication systems used in the emergency response; direct restoration of communication services; establish alternate means of communication when necessary; and provide communications to support EOC operations.</li> <li>• Activate the worksite Emergency Hotline.</li> </ul>	Narvie Seals	Steve Ryser

# **Children's Administration Technology Services**

## **Worksite Emergency Plan**

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CATS Emergency Response Plan

## **Introduction**

### **Purpose**

The purpose of this plan is to provide detailed instructions and reference information for all Children's Administration Technology Services (CATS) employees and contractors in case of emergency. This plan supports the directives of the "**Interim DSHS Emergency Quick Reference Guide (April 2005)**"— <http://www.dcs.dshs.wa.gov/dcs/safety/quickref.pdf>, and DSHS **Administrative Policy No. 18.32**— <http://asd.dshs.wa.gov/RPAU/documents/Admin-Policy/18-32.doc>

### **Description**

Although the general focus of this Plan is on emergencies which may occur at the CATS HQ building in Lacey, the instructions for emergency management, communications, and responses apply to all CATS staff.

The plan includes:

- Definitions of emergency-related terms.
- Roles and responsibilities.
- A detailed Communication Plan.
- Response options for a variety of emergency conditions.
- Specific IT and Service Desk instructions.
- The Emergency Checklist and Report.
- Phone lists.
- List of emergency supplies to maintain at the office and recommended for home.
- Map of CATS HQ with highlighted locations of Fire Extinguishers, First Aid Kits, Exits, and breaker boxes.

### **Instructions to CATS Staff**

All CATS employees and contractors are expected to:

- Review this plan and the DSHS references linked above.
- Keep 2 up-to-date hard copies of this plan readily available—one at their office and one at home.
- Keep all CATS-provided emergency supplies readily available under work desks.

## Definitions

### **The following definitions apply to the CATS Emergency Plan:**

- **Emergency:** An emergency is defined by DSHS...as “any physical event that interferes with the Department’s ability to conduct critical transactions or provide time critical service”. A range of emergencies might include but is not limited to
  - Loss of facilities or access to facilities.
  - Loss of single areas within a building or on a campus.
  - Loss of computer access to data.
  - Loss of staff.
  - Added for this CATS Plan: The inability to fully provide critical services from the usual location due to loss of critical services received and/or the inability to inhabit the CATS building for any reason. Also when an emergency prediction (such as weather, volcano) or actual event reasonably implies an impending threat to the safety or well being of CATS staff.
- **Critical Services provided:** Network connections, Service Desk phone and email.
- **Critical Services received:** Power, network connections, heat, water, phone, building security, building access, fire alarm, and sanitation.
- **Incident Manager (IM):** The Incident Manager for an emergency is typically the highest level/senior CATS Manager/Supervisor available on site, **or** the Manager/Supervisor appointed by the Director or the Assistant Secretary to coordinate and report emergency activities (see default order, below). The IM is responsible for the Emergency Checklist for the event.
- **Notification:** Messages sent to coworkers, other CA staff, and/or stakeholders describing the problem and emergency process, or the end of the emergency and resumption of normal services.
- **Uninhabitable workspace:** When a workspace or entire building can no longer support the worker(s) in a reasonably safe and comfortable manner due to reduced, or lack of, critical services or an impending threat.

### **To support an order of building evacuation, generally CATS workspace becomes uninhabitable when:**

- Lighting is no longer available or adequate for normal work.
- Indoor temperature cannot be sustained between 65 and 80 degrees Fahrenheit.
- Water supply is unavailable for longer than 3 hours.
- Networking availability is reduced to where staff may no longer perform meaningful work at their workstations.
- Sanitation or air quality conditions can reasonably be considered a health hazard.

## Communications

An emergency requires communications between CATS and CA leadership, CATS staff, CA staff, and stakeholders. The Incident Manager (IM) is responsible for assuring communication per this protocol. The IM may assign emergency duties to any available staff as needed.

**Depending on who is available, the order for assuming the role of Incident Manager generally will be:**

1. Deputy Director
2. Communications Manager
3. Development Manager
4. Network Services Manager
5. Director

**Minimum communications will include:**

- Time the emergency began or was discovered.
- Nature of the emergency and anticipated impact to staff/stakeholders.
- Plan to mediate the emergency for critical services.
- Anticipated duration of the emergency, if known.
- Plan to communicate during the emergency and when the emergency is over (see Emergency Message (below)).
- Final message when the emergency is over, detailing any continuing impacts or recovery activities.

**Communications will be delivered by these means in this order:**

1. Email, if available, for sending and receiving initial and follow up communications. **Phone follow up is required for key staff.**
2. Phone, if available, for follow up to key staff and/or if email is not available (see Phone Tree, below).
3. Voice/in person follow up within the CATS office (phone intercom may be utilized if available); also to key staff if no other communication is available (may require travel to OB-2 for notification in some circumstances).

**Notifications will be delivered in this order:**

The **first CATS staff initially becoming aware of the emergency** or impending threat will attempt to make contact in person or by phone to report in this order based on the nature of the event and availability of staff:

1. **911 only** if it is a medical or law enforcement emergency, followed by ...
2. **Kaufman Bros.** (Wk 491-5230 Cell 789-9070) if it is a building problem (power/water/heat/broken window, etc.).
3. IT staff per attached protocol if any portion of the network is down. (Ref page 11)
4. Direct Supervisor, for all other emergencies, or
5. Direct Manager, or
6. CATS Deputy Director, or
7. CATS Director, or
8. Any other available CATS Manager, or
9. CA Assistant Secretary if available, or CA Administrative Assistant.

**Emergency Checklist and Report**

An Emergency Checklist and Report template (attached) will be published listing the items to be considered under a variety of emergency conditions. The Incident Manager (IM) appointed for that emergency event will use this template to track activities performed during and following the event. A hardcopy of the checklist will be utilized by the IM to monitor and record the activities accomplished.

**At a minimum, the Checklist and Report record will include:**

- Name of the IM making the report.
- Beginning date/time of event.
- End date/time of event.
- Nature of event (brief description).
- Notifications list of who was contacted and type of notification (email, phone, in person).
- Problem/issues and resolution.
- Resources utilized with contact name/phone/email.
- Attachments, including:

- Hardcopies of emails sent for all notifications.
- Lessons learned.

### **Phone Tree**

Situations may occur where it is necessary to contact staff to prevent them from coming in to work when the building or their workspace is uninhabitable. A phone tree will be established to facilitate this communication. **Only the Incident Manager of the event may choose to “activate” the phone tree.** Each Manager, Supervisor, and Lead will have a hardcopy Phone Tree list available only of the numbers for which they are responsible.

The IM will prepare a clear message to be consistently given to each person. The message will include, at a minimum:

- Time the emergency began.
- Nature of the emergency and impact to staff/stakeholders.
- Plan to mediate the emergency for critical services.
- Anticipated duration of the emergency, if known.
- Method(s) of communication during the emergency and when the emergency is over.
- When to begin calling for the current status message (see below).
- Phone number to call to receive current status message.

The expectation is that whenever the Phone Tree is activated, Managers, Supervisors, and Leads will perform with due diligence to accomplish the contacts with every impacted staff member in a timely manner. The phone tree will utilize home phones and/or work or private cell phones as needed to make contact. The order of calling follows “chain of command” principles:

1. Each Manager with an impacted “unit” contacts their “next in charge” (Supervisors/Leads).
2. Supervisors call their Leads.
3. Lead workers call the staff in their “units”.
4. Supervisors/Leads report back to their Managers (phone messages are adequate) **noting who was not contacted.**

After receiving the Phone Tree call, these actions are expected for staff:

- Call the Phone Message as instructed in the initial communication and in the phone message.
- Perform any specific emergency or other work-related duties as assigned through the IM or Manager/Supervisor.
- Return to duty stations as instructed.

### **Phone Message Contact**

A phone message for CATS staff will be placed on a designated phone, depending on the location and nature of the emergency. This message will be used to notify CATS staff of current status of the emergency and when they can return to work. The IM or designee will be responsible for updating this message when there are significant changes in the status of the emergency and as soon as the workspace becomes inhabitable. The Phone Tree or email message to staff **will give the phone number** to call and the date/time to begin checking the message.

#### **Emergency message on the designated phone:**

\*\*\* Note: The person setting this message must have the security code for that voicemail box.

The IM or designee will call the phone number for the designated message phone and record at a minimum the following:

- “This message was last updated on (date/time).”
- Statement of the emergency and current status, including expected duration, and impacts.
- “Instructions to CATS staff are: (list instructions).”
- “This message will be updated by (date/time). Please call shortly after that time to receive updated information and instructions.”

#### **The steps for leaving this message from a remote phone are:**

- Dial **412-9999**
- After voicemail answers, **dial 9** and the **mailbox number** (this will normally be the mailbox of the person calling or another designated phone, such as Service Desk number, where the security code is known).
- You will be asked for the security code. Key it in.
- Listen for prompts to receive messages, create new message, etc.
- Record a new message and Exit.

### **Publications**

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CATS Emergency Response Plan

**The following emergency plan publications will be produced and distributed:**

- Two (Home/Office) Emergency Plan folders each will be prepared for the CATS Director, Managers, and Supervisors. Each folder will be the color red and will include at a minimum:
  - The current CATS Emergency Plan.
  - Two copies of the Emergency Checklist and Report template.
  - Phone Tree numbers appropriate for the level of staff using these guidelines:
    - Director, Managers, Administrative Assistant will have complete CATS phone list.
    - Supervisors will have numbers for their Manager, the Deputy Director, and all subordinate staff in their work area.
    - Leads will have their Supervisor, Manager, and all staff in their unit.
- The Director's Administrative Assistant will have a complete folder at home and an office folder located to be easily available to any staff in the office. The general office folder will not include Phone Tree numbers.
- Each Lead will receive two folders with Emergency Plan and appropriate phone tree numbers for their office and home.
- Each staff will receive two hard copies of the Emergency Plan in a red folder and instructions to **keep one at home or car and one at the office for reference.**

## Emergency Response by Event Type

### Power Outage

A partial or complete power outage in the CATS building has immediate workload impacts. The response described below is the minimum expected of the appointed Incident Manager.

#### **Unexpected or planned outage during regular work hours, actions to be taken:**

- IM contacts Puget Sound Energy at **888-225-5773** for notification and estimate of outage time.
- IM will contact Custom Security at **360-491-6320** to notify them of the power outage **if** the outage is expected to extend beyond normal work-hours. Request service call to reconfigure PC and security system the next day or when power returns.
- IM makes go/no go decision to vacate the building based on established criteria.
- Upon building evacuation the IM will record the staff message per instructions.
- Service Desk relocated to another building.
  - First choice is OB2
  - Second choice is Tumwater
  - Third choice is Tacoma.
- All staff message must be sent by Trainer or System Support Specialist staff in another building, notifying staff how to contact Service Desk.
- Manager will shut off lights.
- Managers will have building keys if card-key system stops working.

#### **Unexpected outage after hours or on weekends and holidays; actions to be taken:**

- The Manager notified by Custom Security (or by some other means) that there is a power failure will contact Sound Energy at **888-225-5773** for notification and to determine estimated outage length.
- If outage will extend to next business day, the Manager or designee will initiate the Phone Tree at a reasonable time.
- Manager will update the phone message.
- Manager and/or designee will open office at 6 a.m. and continue as IM per protocol.

- If there is no notice prior to start of business day, the first staff to the office will notify their Supervisor or Manager who will follow protocols to initiate the Phone Tree.
- Designated IM will follow Emergency Plan protocol.

**When power is restored, the following actions will be taken by the IM:**

- IM will update phone message.
- Reset thermostat time.
- Assure local servers are rebooted and tested.
- Assess building status, including:
  - Make sure all lights are working.
  - Copier is running.
  - Phones are working.
  - Key card access is functioning.

**If building security system is not working, these actions will be taken by the IM:**

Contact Custom Security at **360-491-6320** to report status and request a service call.

Managers and network staff must have building keys for entry without key-card if security system backup battery fails.

Follow instructions below to disable the beeping security system following backup battery failure.

Reconfiguring the system with the PC will require a service call to Custom Security to fix.

**Water Outage**

**When water service is interrupted, these actions will be taken:**

- Contact City of Olympia Utilities to give notification and receive estimated time for outage at:
  - During business hours—**753-8468**; After hours—**753-8333**
- Notify Kaufman (Bldg owner)—Wk **491-5230** Cell **789-9070**
- If there is prior notice, fill up 5 gallon buckets from janitor's closet and put in restrooms for toilet flushing.
- Send status and instructions email to staff.

**When water is restored, these actions should be taken by the IM or designee:**

- Run water in all systems to clean them as well as report any problems. Problems with blocked valves, leakages, and low water pressure may have resulted from the incident.
- Report problems to Kaufman Bros.— **491-5230**

**Temperature Control**

**When temperature control (heat / air conditioning) is unavailable:**

- Interruption of temperature control may result in conditions which lead to building evacuation.
- The IM will take these steps:
- Notify Kaufman Brothers—**491-5230**.
- Assess comfort level and expected duration.
- Report to the CATS management team to decide whether to evacuate the building.
- Notify CATS staff of the status through e-mail or other means.
- If the building is evacuated, follow protocols.

**When temperature control is restored:**

- IM will check and reprogram thermostats as necessary.
- IM will notify staff per protocols

## **Service Desk Disaster Preparedness and Recovery**

A variety of conditions may impact the ability of the Service Desk (SD) to operate normally, including partial or full power outage, network outage, phone service outage and email problems. Evacuation of the building is the extreme case. Each event must be evaluated based on type of problem and expected duration. Whether service is interrupted temporarily (3 hours or less) or longer term, as in the case of building evacuation, communication is the key. Here are the basic guidelines for various conditions:

- If SD work cannot reliably be performed in the CATS building, the SD will be relocated according to this order of space and operations availability:
  1. OB-2, 3<sup>rd</sup> or 4<sup>th</sup> floor.
  2. Tumwater training room.
  3. Tacoma training room.
- If the building is evacuated, the regular SD phone number (**360-412-3952**) may be designated the number to call, if operating, for the updated message used in the Phone Tree process.

### **Communication with IT and Users will occur using these methods, depending on the event conditions:**

- SD contacts local ITS using landline phones or cell phones to report status, plans, and estimated timeframe if applicable.
- SD requests local ITS assistance to respond to local issues.
- SD provides ITS with temporary landline phone number to reach SD if needed.
- SD contacts CA Users via email from offsite contact (Incident Manager, supervisor, or selected local ITS) to report status, plans, and estimated timeframe if applicable. The message provides users a temporary phone number to reach SD.
- SD receives and triages phone calls and messages, responds to user's needs and messages from field until normal conditions are restored.
- When power is restored SD or IM will communicate with users via email to for notification.  
SD will contact users whose problems were not addressed during interruption of service.

**IT Emergency Call List**

The order listed should always be followed. The first person to be reached will be in charge of alerting the remaining members of this list as needed.

**Call order for After Hours Emergency:**

**Contact 5 & 6 from the column below only if no one else on list can be contacted:**

<p style="text-align: center;"><b><u>1</u></b> Narvie E. Seals Infrastructure Support Manager</p> <ul style="list-style-type: none"> <li>• Work Phone: 360-412-3902</li> <li>• Work Cell: 360-507-2591</li> <li>• Home Phone 253-862-6492</li> <li>• Personal Cell: 253-632-6588</li> <li>• Email: <a href="mailto:Slsn300@dshs.wa.gov">Slsn300@dshs.wa.gov</a></li> </ul>	<p style="text-align: center;"><b><u>2</u></b> Larry Turner ITSS SR. Analyst</p> <ul style="list-style-type: none"> <li>• Work Phone: (360) 412-3929</li> <li>• Work Cell: (360) 239-7422</li> <li>• Home Phone: (253)-435-5143</li> <li>• Personal Cell: (253)-332-1075</li> <li>• Email: <a href="mailto:turl300@dshs.wa.gov">turl300@dshs.wa.gov</a></li> </ul>	<p style="text-align: center;"><b><u>5</u></b> Carl Detert CA Systems Support Manager</p> <ul style="list-style-type: none"> <li>• Work Phone: (425) 673-3250</li> <li>• Work Cell: (425) 508-8050</li> <li>• Home Phone: (425)-820-4685</li> <li>• Personal Cell: (206)-234-4541</li> <li>• Email: <a href="mailto:detc300@dshs.wa.gov">detc300@dshs.wa.gov</a></li> </ul>
<p style="text-align: center;"><b><u>3</u></b> Scott Longnecker ITSS Analyst</p> <ul style="list-style-type: none"> <li>• Work Phone: (360) 412-3955</li> <li>• Work Cell: (360) 239-7447</li> <li>• Home Phone:</li> <li>• Personal Cell: (360)-556-3658</li> <li>• Email: <a href="mailto:losc300@dshs.wa.gov">losc300@dshs.wa.gov</a></li> </ul>	<p style="text-align: center;"><b><u>4</u></b> Glenn Moller ITSS Analyst</p> <ul style="list-style-type: none"> <li>• Work Phone: (360) 412-3956</li> <li>• Work Cell: (360) 507-3988</li> <li>• Home Phone: 253-839-8312</li> <li>• Personal Cell: 253-680-9371</li> <li>• Email: <a href="mailto:glmo@dshs.wa.gov">glmo@dshs.wa.gov</a></li> </ul>	<p style="text-align: center;"><b><u>6</u></b> Nick Fuchs Technical Support Services Manager</p> <ul style="list-style-type: none"> <li>• Work Phone: (206) 341-7370</li> <li>• Work Cell: (206) 786-8778</li> <li>• Home Phone: (206)-533-9579</li> <li>• Personal Cell: (206)-898-1868</li> <li>• Email: <a href="mailto:funi300@dshs.wa.gov">funi300@dshs.wa.gov</a></li> </ul>

## References and Online Information

### **Office of the Governor:**

[Governor's Office](#)

### **DSHS Policy & Procedures:**

[Interim DSHS Emergency Quick Reference Guide \(4/2005\)](#)

[Safety and Health Program Manual](#)

### **Department of Health:**

[DOH Home Page](#)

[Emergency Preparedness](#)

[Pandemic Flu Q & A](#)

[Pandemic Flu Preparation](#)

### **Washington Emergency Management Division, Dept. of the Military:**

[Washington Emergency Management Division Home Page](#)

[Emergency Resources A to Z](#)

### **Federal Emergency Management:**

[Dept. of Homeland Security](#)

[FEMA | Federal Emergency Management Agency](#)

**CATS Emergency Checklist and Report**

Refer to the **CATS Emergency Plan**, which includes the Emergency Communications Plan, for detailed instructions and additional reference materials. All references to Page, Section and Paragraph numbers below are to the Emergency Plan. **Use military time or a.m. /p.m. in all time designations.**

**Incident Manager:** \_\_\_\_\_  
**Date/Time:** \_\_\_\_\_  
**Nature of Emergency:** \_\_\_\_\_

**Notifications**

<b>Notification Type:</b> E = Email; P = Phone; IP = In-person	<b>Initial Contact / Type</b>	<b>Final Contact / Type</b>
___ Criminal or Fire— <b>911</b>	Date/Time _____ / ____	Date/Time _____ / ____
___ CATS Dir/Mgmt—this order as available: Russ, Mike, Marty, Dawn, Nick (See Phone Tree)	Date/Time _____ / ____	Date/Time _____ / ____
___ CA Ass't Sec'y—Cheryl Stephani— <b>902-7820</b>	Date/Time _____ / ____	Date/Time _____ / ____
___ CATS All Staff— <b>DSHS DL CATSALLSTAFF</b>	Date/Time _____ / ____	Date/Time _____ / ____
___ CATS Phone Tree activated	Date/Time _____ / ____	Date/Time _____ / ____
___ CATS Phone message set	Date/Time _____ / ____	Date/Time _____ / ____
___ CA All Staff— <b>DSHS DL CAALLSTAFF</b>	Date/Time _____ / ____	Date/Time _____ / ____
___ DCCEL All Staff + Its: <b>DSHS DL ESAHQ DCCEL All Staff; NISHelp@dshs.wa.gov</b>	Date/Time _____ / ____	Date/Time _____ / ____
___ Kaufman (Bldg owner)—Wk <b>491-5230</b> Cell <b>789-9070</b>	Date/Time _____ / ____	Date/Time _____ / ____
___ Puget Sound Energy— <b>888-225-5773</b>	Date/Time _____ / ____	Date/Time _____ / ____
___ Custom Security— <b>800-238-9126</b> (password required)	Date/Time _____ / ____	Date/Time _____ / ____
___ Lacey Pub Works—Days <b>491-5600</b> After hours <b>704-2740</b>	Date/Time _____ / ____	Date/Time _____ / ____
___ ISSD Help Desk (router down)— <b>586-4357</b>	Date/Time _____ / ____	Date/Time _____ / ____
___ Other (List with date/time/type)		

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**Building Evacuation**

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CATS Emergency Response Plan

Authorized by (name/title): \_\_\_\_\_ / \_\_\_\_\_  
Date/Time of order: \_\_\_\_\_ Full \_\_\_ Partial \_\_\_ North \_\_\_ South \_\_\_

Reason:  
Power \_\_\_ Water \_\_\_ Heat/cooling \_\_\_ Fire \_\_\_ Network \_\_\_ Phone \_\_\_ Sanitation \_\_\_

Other: \_\_\_\_\_  
\_\_\_ Security Notified—**800-238-9126** (password required) Date/Time \_\_\_\_\_  
\_\_\_ Kaufman (Bldg owner)—Wk **491-5230** Cell **789-9070** Date/Time \_\_\_\_\_  
\_\_\_ Lacey Pub Works—Days **491-5600** After hours **704-2740** Date/Time \_\_\_\_\_  
\_\_\_ Lights out  
\_\_\_ Doors checked Security system working—badge access? (yes/no) \_\_\_\_\_  
\_\_\_ Network shut down  
\_\_\_ Message on front door  
\_\_\_ Phone tree message updated  
\_\_\_ Service Desk moved to (location) \_\_\_\_\_  
\_\_\_ Injuries/illness (names/condition) \_\_\_\_\_

**Emergency Recovery**

\_\_\_ Building occupied Date/Time \_\_\_\_\_  
\_\_\_ Power, Water, Light, Heat available Date/Time \_\_\_\_\_  
\_\_\_ Security system working Date/Time \_\_\_\_\_  
\_\_\_ Phones working Date/Time \_\_\_\_\_  
\_\_\_ Network up Date/Time \_\_\_\_\_  
\_\_\_ Thermostats reset Date/Time \_\_\_\_\_  
\_\_\_ Phone message updated Date/Time \_\_\_\_\_  
\_\_\_ Copier on  
\_\_\_ Service Desk Operations returned Date/Time \_\_\_\_\_  
\_\_\_ Final Notifications sent (see above)  
\_\_\_ Other Actions related to recovery (describe with Date/Time): \_\_\_\_\_

### **Description/Notes**

Use this area to take notes, summarize events, and describe activities or contacts not covered above. Include assignments to others, actions by others, and notes for future reference or lessons learned. If computer is operational, this may be typed. Be sure to give date/time for all significant actions where a review of the events may be useful.

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**CATS Worksite Emergency Plan Generic Job Action Sheet**

Procedures	Time/Date
<b>ACTIVATION PERIOD:</b>	
Sign in immediately upon arrival at the Emergency Operations Center	
Report to worksite Incident Commander, Coordinating Manager, or other assigned Supervisor.	
Set up your workstation and review your position responsibilities in the CATS Emergency Plan.	
Establish and maintain a position log that chronologically describes your actions taken during your shift.	
Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.	
If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.	
<b>DEACTIVATION/RECOVERY PERIOD:</b>	
Deactivate your assigned position and close out logs when authorized by the worksite Incident Commander.	
Complete all required forms, reports, and other documentation. All forms shall be submitted through your supervisor to the Incident Manager or designee prior to your departure.	
Be prepared to provide input to the after-action report.	
If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.	
Clean up your work area before you leave.	
Leave a forwarding phone number where you can be reached.	

**Facilities/Worksite  
Emergency Event Check List  
(Immediately following an event)**

- Establish Command Post**
  - Make sure everyone knows there is an emergency, by phone, radio, page, and e-mail.
  - Assign recorder(s) (whiteboard(s), flip chart(s), tape recorder(s).
  - Assign someone to manage phones.
  - Establish check off list and ensure all being accomplished.
  - Make sure someone is recording each event and time.
  
- Activate EPRT**
  - Muster report via Team Leader.
  - Get and post damage assessment.
  - Team to perform RICRA (Rescue, Investigate, Contain, Report, and Assist).
  
- Communicate**
  - Announcement for building occupants. Ask IC for input if time permits.
  - Report to senior manager and/or IC.
  - Activate communication procedures with region and headquarters.
  - Activate staff emergency notification contact list and local emergency services list.
  
- Manage Incident**
  - Prioritize damage reports and assign resources.
  - Initiate Incident Action Plan(s) (IAP).
  - Follow up announcement.
  - Implement MOUs/MAAs if additional resources required.
  - Determine level of emergency and plan accordingly.
  
- Return to Normal Operations**
  - Make announcement, tell personnel what to expect.
  - Sweep areas.
  - Get muster report from Team Leader. Make sure everyone is accounted for,
  - Do post operation debrief.

**VITAL SERVICES RESOURCE PLANNING  
Risk Assessment Worksheet**

**Vital Service Being Assessed: Case and Management Information Services  
(CAMIS) Availability**

**Department / Division: Children’s Administration Technology Services (CATS)**

<b>Summary of Resources Involved with this Vital Service</b> (People, equipment, supplies, facilities, etc involved?)	<b>Level of Dependency your Vital Service has on this.</b> H=High M=Medium L=Low	<b>Essential (E) or Not Needed (NN)</b>	<b>Level of Operational Risk/Harm</b>  H=High M=Medium L=Low	<b>Components with Significant Risk</b>  For any component rated as “Essential” and with a “Medium” or “High” Level of Operational risk/harm place an “X” next to the component below.
<b>Critical Components</b>				
Human Resources				
Operations	<b>H</b>	<b>E</b>	<b>H</b>	<b>X</b>
Management	<b>M</b>	<b>E</b>	<b>M</b>	<b>X</b>
Financial Resources				
Checks	<b>L</b>	<b>NN</b>	<b>L</b>	
Cash	<b>L</b>	<b>NN</b>	<b>L</b>	
Procurement	<b>L</b>	<b>NN</b>	<b>L</b>	
Physical Resources				
Facilities	<b>H</b>	<b>E</b>	<b>H</b>	<b>X</b>
Power	<b>H</b>	<b>E</b>	<b>H</b>	<b>X</b>
Communications				
Telephone	<b>L</b>	<b>NN</b>	<b>L</b>	
Voice mail	<b>L</b>	<b>NN</b>	<b>L</b>	
Information Resources				
Data base	<b>H</b>	<b>E</b>	<b>H</b>	<b>X</b>
IT Resources				
PC Hardware	<b>H</b>	<b>E</b>	<b>H</b>	<b>X</b>
Operating systems	<b>H</b>	<b>E</b>	<b>H</b>	<b>X</b>
Management Controls				
IT Security	<b>H</b>	<b>E</b>	<b>M</b>	<b>X</b>
Physical security	<b>H</b>	<b>E</b>	<b>M</b>	<b>X</b>
External Agents				
Vendors	<b>L</b>	<b>NN</b>	<b>L</b>	

**LEVEL OF IMPACT ASSESSMENT**

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CATS Emergency Response Plan

Consider others factors which can impact this vital service (timing or phasing sensitivities and other internal and external business dependencies)

Consider timing or phasing that presents greatest risk	Peak Periods Identify periods when you perform this vital service	Any particular day of the week or months of the year? Specify below:
On Call		
Hourly/Continuously	X	24/7
Daily		
Weekly		
Monthly		
Yearly		

	What other agencies, business units or other entities directly depend on this Vital Service?	How are they impacted without this vital service?
1	Dept. of Early Learning	Child Care Licensing
2	Ombudsman	Case Review
3	Tribes	Case & Placement review/ Federal Funding capture
4	SSPS	Service Payment Authorizations from CA

If other business services <u>within your administration</u> are impacted without this vital service, list below.	How are they impacted?
Office of Foster Care Licensing	Foster Care Licensing creation and tracking
Intake Referral	Reports of Child Abuse and Neglect 24/7
Social workers	Case notes, case planning, assessment records, placement tracking
Federal Funding	Capture of funds per requirements
Fiduciary Specialists	Create/track SSPS Authorizations for services
Adoption Support	Create Payment structure and monitoring process
Kid Screen	Create/monitor required Health & Education Records

**Risk Threshold** (When can harm start to occur if this vital service is disrupted?):

- Intake—4 hours;
- Investigations—three business days;
- Court Services—15-30 days.

**What is the Likelihood of Disruption?** (What’s the potential for failure of resources that support this vital service?)

HIGH potential for occasional, short-term disruption limited to single worksites, especially due to electrical power, data line, or local server failure due to a variety of potential causes. More extreme hazards such as fire, flood, earthquake, etc. (see assessment) are only of low to moderate likelihood.

**COMPONENTS WITH THE GREATEST VITAL SERVICE DISRUPTION RISK BASED ON LIKELIHOOD OF OCCURANCE**

<b>Components with Significant Risk</b>	<b>Consideration for Contingency Planning</b> (Identify further planning needed for alternatives to these resources or activities: examples: alternative power source, staff cross training, alternative work site, working from home, emergency supplies or equipment, alternative communication systems, etc.)
<b>Severe Storm (ice, snow, wind)</b>	Alternative power sources; emergency supplies or equipment; alternative work site; working from home using CITRIX Virtual Workplace
<b>Electric Power Blackout</b>	Alternative power sources; emergency supplies or equipment; alternative work site; working from home using CITRIX Virtual Workplace
<b>Earthquake</b>	Alternative power sources; emergency supplies or equipment; alternative work site; working from home; back-up database; alternative communication systems
<b>Demolished or uninhabitable worksite (fire, flood, chemical spill, etc.)</b>	Alternative work site; working from home using CITRIX Virtual Workplace
<b>Sabotage/Terrorism</b>	Alternative power sources; emergency supplies or equipment; alternative work site; working from home; back-up database; alternative communication systems

**Work at Home** What, if any, “events” (processes or sub-processes) can be performed from home?

With availability of a computer, Internet access, and utilization of CITRIX Virtual Workplace or VPN, all CAMIS activities may be performed in locations away from the CA worksite, including at home.

### **Summary**

The most common potential hazard is worksite power outage followed by local data line or server outage. More extreme or widespread hazards are less probable.

Key personnel are the local field System Support ITS technicians, supervisors, and infrastructure support experts with management oversight.

A few outside agencies may have less critical and less immediate impact than CA social work. The most critical impact is on the 24/7 Intake operations if there is general CAMIS outage for whatever reason of any duration of a few hours or more. Other CA social work documentation and tracking, payment authorizations, funding processes, facility licensing, health & education tracking, and adoption support functions are also impacted by such outage of longer duration.

Mitigations include local repairs by CATS personnel, utilizing alternative worksites, or working from other remote location such as home with access to the Internet and CITRIX Virtual Workplace or VPN.

All CATS staff, especially the essential field System Support staff must be apprised of and trained in the CATS Emergency Response procedures. They must be ready to respond to all levels of emergencies from individual worksite disruptions to multiple worksite or regional disruptions, including disasters involving CATS HQ, CA HQ, OB-2 (DIS and ISSD systems).

### **Definitions**

#### **Vital Services:**

The vital services provided by CATS in an emergency are:

- Implement recovery strategies and procedures to minimize loss of client data (CAMIS), and maintain access to client data by field social workers to ensure the safety, permanency, and well-being of children and youth under state care or supervision.
- Authorize access to redundant systems, and the acquisition, distribution, and maintenance of IT, and voice communications equipment and systems.

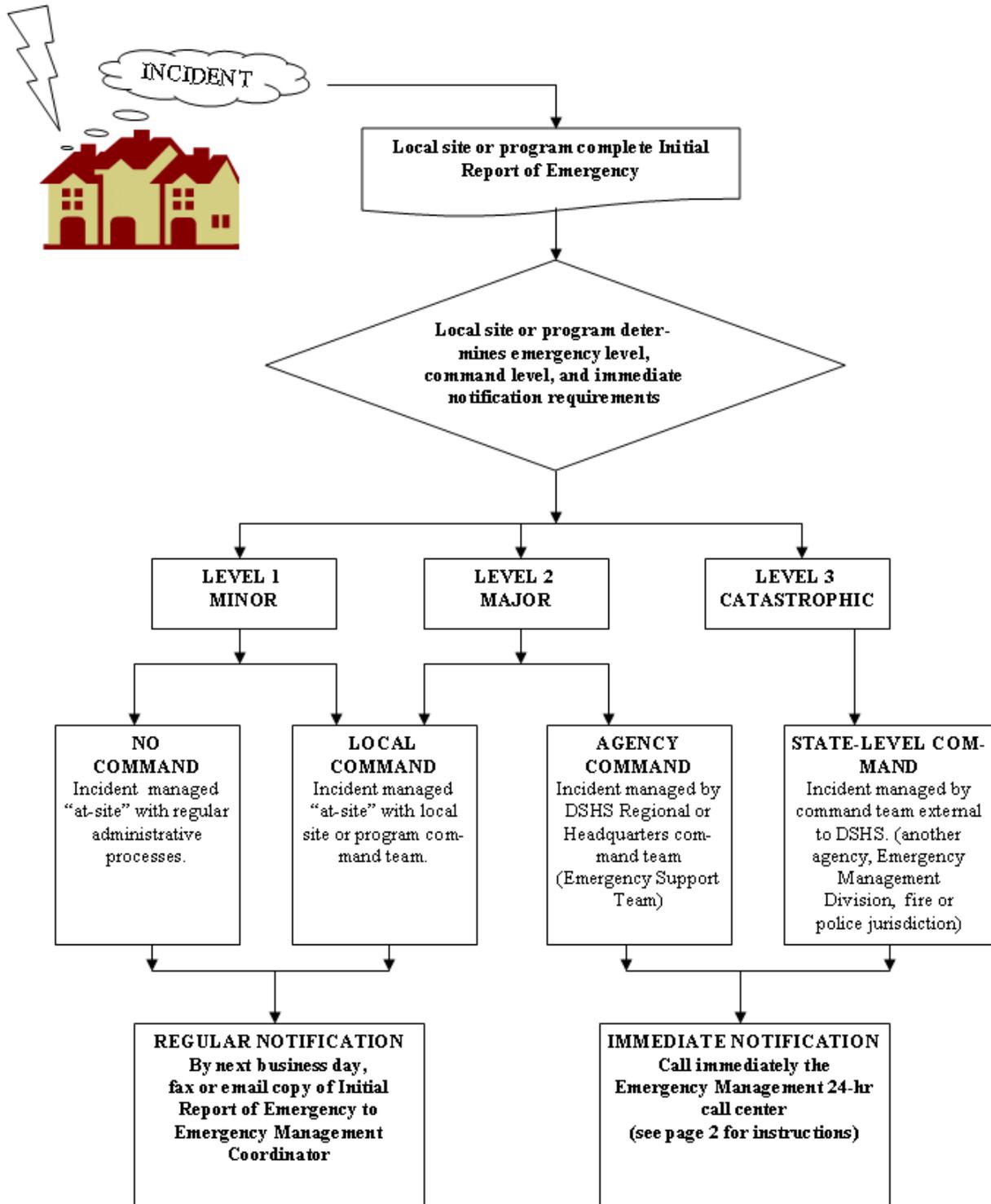
#### **Resources:**

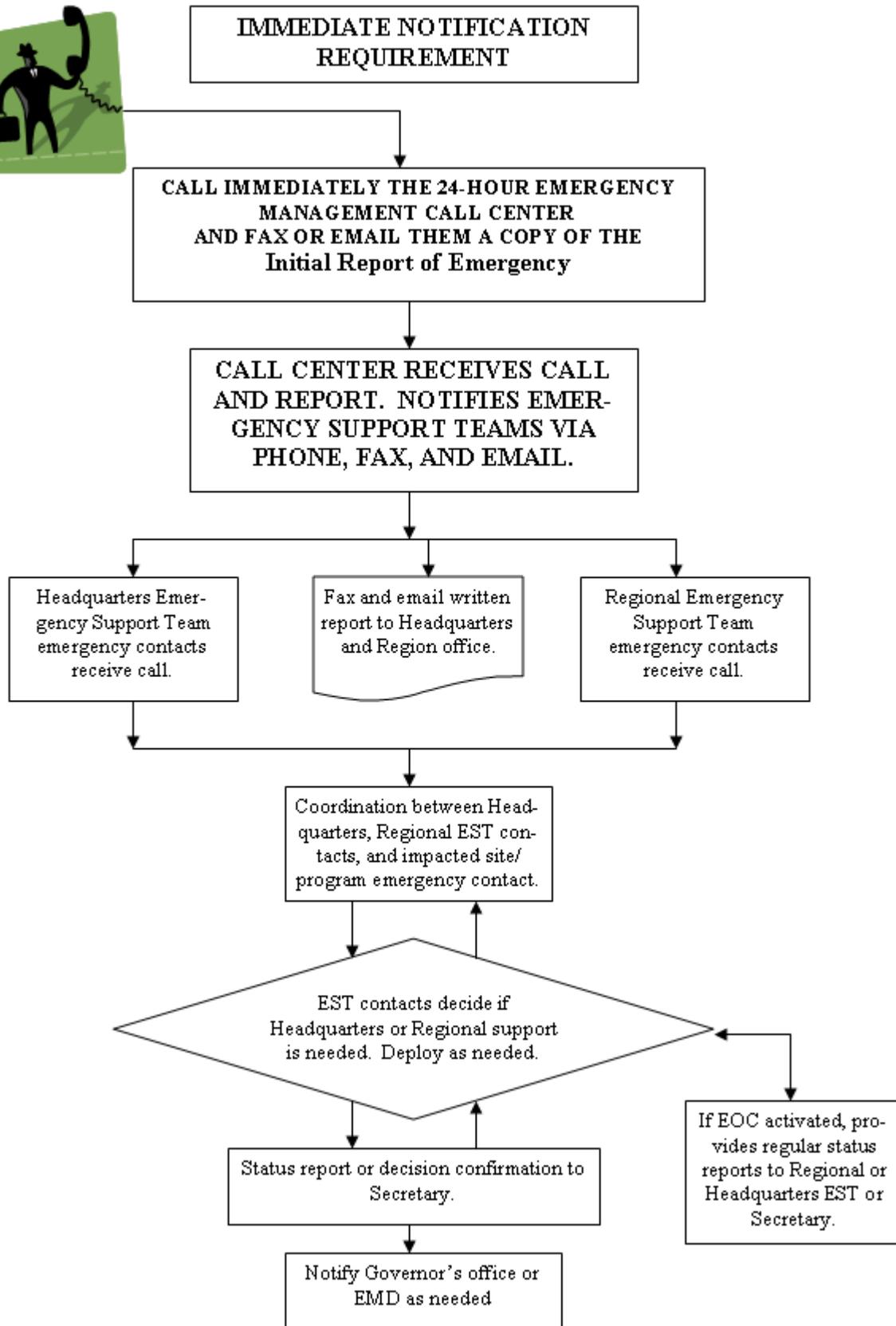
- The Washington State Department of Information Services (DIS) and DSHS Information Systems Services Division (ISSD) are the key resources to implement recovery of CAMIS data in the event of data loss as described in the

CATS Emergency Plan. They also facilitate recovery of power, data, and phone lines through the appropriate service providers in the impacted area(s).

- Local CATS System Support Specialists, their supervisors and managers in concert with the CATS Infrastructure Support Team are the key personnel to assess damage and implement hardware and software recovery for any worksite or statewide.
- Redundancy of hardware, especially servers is a key mitigation. For general, individual worksite-level impacts, the redundancy is available. Larger scale disruptions to multiple worksites or region-wide will stretch the current resources.
- Availability of CITRIX Virtual Workplace and VPN accounts, along with Internet availability is a primary mitigation for social work staff and their supervisors.
- Availability of reliable transportation, fuel, and accessible roadways will always be an important consideration in major disasters, including wildfires, chemical spills, major earthquake or even terrorist attacks.

# DSHS Notification Requirements





### CATS Emergency Response Plan

**A. EMERGENCY PLANNING AND RESPONSE TEAM (EPRT)**

**FACILITY, WORKSITE, OR PROGRAM:**

<b>Facility, Worksite, or Program Name:</b> CATS HQ, Lacey, WA		<b>Administration/Division:</b> Children's Administration Technology Services (CATS)	
<b>Facility and Program Type:</b> (identify all that apply) <input type="checkbox"/> Residential (24 hr/7 day care) <input checked="" type="checkbox"/> Office <input type="checkbox"/> Warehouse or Shop <input checked="" type="checkbox"/> Staff access only <input type="checkbox"/> Staff and client access <input type="checkbox"/> Direct Client Interaction (in-person or by phone) <input checked="" type="checkbox"/> Other: (specify) <b>Information Technology Maintenance and Development</b>			
<b>Plan Type:</b> Check appropriate box to describe the purpose of this emergency plan.  <b>Worksite</b> <input type="checkbox"/> Facility Providing Residential Care <input checked="" type="checkbox"/> Office or facility (non-residential) with 11 or more staff <b>Program</b> <input type="checkbox"/> Administration Vital Service Plans <b>Support Plan</b> <input checked="" type="checkbox"/> Specialized or Support Service Plans <b>Command Plan</b> <input type="checkbox"/> Headquarters or Regional command only			
<b>Address:</b> 7240 Martin Way NE		<b>City:</b> Lacey	<b>County:</b> Thurston
		<b>Region:</b> 6	

**FORM PREPARED BY:**

<b>Name:</b> Mike Gray	<b>Position:</b> Comm. Manager; Safety Officer	<b>Phone #:</b> 360-412-3924	<b>Date:</b> 6-18-2007
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**PLANNING AND RESPONSE TEAM MEMBERS**

**\*Training recommended for all team members, especially those with incident response responsibilities. Training is required for those Team Roles marked with an asterisk.**

Planning Team Role	Incident Response Role? (yes/no)	Name/Position	Contact #	Training Completed*		
				IS 100	IS 700	CPR/First Aid
Emergency Commander	<b>Yes</b>	<b>Dawn Tatman, Div. Dir.</b>	Phone: 360-412-3913			
*Emergency Manager/ (Command. Alternate)	<b>Yes</b>	<b>Russ Schmidt/ Deputy Dir.</b>	Phone: 360-412-3907 Email:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

			<b>srcm300@dshs.wa.gov</b>			
IT Services Manager	<b>Yes</b>	<b>Nick Fuchs/Tech Svs Mngr</b>	Phone: 360-412-3904 Email: <b>funi300@dshs.wa</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT Infrastructure Manager	<b>Yes</b>	<b>Narvie Seals/Infra. Mngr</b>	Phone: 360-412-3902 Email: <b>sln300@dshs.wa</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Public Info Officer	<b>Yes</b>	<b>Mike Gray/Comm. Mngr.</b>	Phone: <b>360-412-3924</b> Email: <a href="mailto:gram300@dshs.wa">gram300@dshs.w</a>	xx <input type="checkbox"/>	xx <input type="checkbox"/>	<input type="checkbox"/>
*Plant Operations	<b>Yes</b>	<b>Russ Schmidt/Dep Dir</b>	Phone: 360-412-3907 Email: <b>srcm300@dshs.wa.gov</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Security	<b>Yes</b>	<b>Narvie Seals/Infra Mngr</b>	Phone: 360-412-3902 Email: <b>sln300@dshs.wa</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety/Health	<b>Yes</b>	<b>Mike Gray/Safety Officer</b>	Phone: 360-412-3924 Email: <b>gram300@dshs.w</b>	xx <input type="checkbox"/>	xx <input type="checkbox"/>	<input type="checkbox"/>
Finance	<b>No</b>	<b>Jacque Andresen/Bus. I</b>	Phone: 360-412-3918 Email: <b>ajar300@dshs.wa</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources (consult, as needed)	<b>No</b>	<b>Lori Chiechi/HR</b>	Phone: 360-486-2304 Email: <b>chie300@dshs.wa</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal (consult, as needed)			Phone: Email:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capital Project Manager (consult, as needed)			Phone: Email:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## B. CATS INITIAL REPORT OF EMERGENCY

**INCIDENT DATE:**

**INCIDENT TIME:**

**IMPACTED FACILITY, OFFICE, OR PROGRAM:**

<b>Facility, Office, or Program Name:</b> (include all if co-located facility)	<b>Facility and Program Type:</b> (identify all that apply) <ul style="list-style-type: none"> <li><input type="checkbox"/> Residential (24 hr/7 day care)</li> <li><input type="checkbox"/> Office, staff access only</li> <li><input type="checkbox"/> Office, staff and client access</li> <li><input type="checkbox"/> Under 5,000 square feet</li> <li><input type="checkbox"/> 5,000 to 10,000 square feet</li> <li><input type="checkbox"/> Over 10,000 square feet</li> <li><input type="checkbox"/> Direct Client Interaction (in-person or by phone)</li> <li><input type="checkbox"/> Other: (specify)</li> </ul>
<b>Administration/Division: Children's Administration Technology Services</b>	
<b>Address:</b>	
<b>City:</b>	<b>County:</b>
<b>Region:</b>	
<b>Emergency Contact:</b>	<b>Contact #:</b>

**INCIDENT DESCRIPTION AND STATUS:**

<b>Description:</b>			
<b>Immediate Status</b> (people and site):			
	<b>Staff</b>	<b>Clients</b>	<b>Public</b>
<b>People Sheltering: (#)</b>			
<b>Injuries: (# and severity)</b>			
<b>Missing: (#)</b>			
<b>Fatalities: (#)</b>			
<b>Site or Building(s):</b> <ul style="list-style-type: none"> <li><b>Structure:</b></li> <li><b>Lights/Heat/Water:</b></li> <li><b>Communications:</b> (phone, email, in-coming and outgoing):</li> </ul>			
<b>Emergency Responders</b> (fire, police, EMT, other?):			
<b>Emergency Level Assessment:</b> (enter results assessment on page 2) <ul style="list-style-type: none"> <li><input type="checkbox"/> Level 1 (Minor)</li> <li><input type="checkbox"/> Level 2 (Major)</li> <li><input type="checkbox"/> Level 3 (Catastrophic)</li> </ul>	<b>Command Need:</b> (enter results from assessment on page 2) <ul style="list-style-type: none"> <li><input type="checkbox"/> No Command</li> <li><input type="checkbox"/> Local Command</li> <li><input type="checkbox"/> Agency Command</li> <li><input type="checkbox"/> State-Level Command</li> </ul>		

**EMERGENCY CONTACT INFORMATION:** (for immediate contact at impacted facility, office, program)

Name: (include back-up)	Position:	Contact #:	Alternative Contact #

**REPORT SUBMITTED BY:**

Name:	Position:	Contact #:
Report Date:	Report Time:	Alternative Contact #:

**EMERGENCY LEVEL ASSESSMENT:** Check the most relevant description of impact (including potential impact) in the various categories. The Level with the most impact areas checked is the designated emergency level. Exception: Level 3 (Catastrophic) must have at least two of the bolded descriptions, marked with \*\*, checked to be designated as Level 3.

	<b>EMERGENCY LEVEL 1 MINOR</b>	<b>EMERGENCY LEVEL 2 MAJOR</b>	<b>EMERGENCY LEVEL 3 CATASTROPHIC</b>
<b>SCOPE OF DAMAGE</b> <input type="checkbox"/> if potential risk	<input type="checkbox"/> Localized incident is limited in scope to one building or one Administration.	<input type="checkbox"/> Multiple buildings, offices, facilities, or Administrations affected by incident.	<input type="checkbox"/> <b>**Significant disruption of essential community infrastructure (utilities, bridges and roads) from earthquakes, volcano, terrorism, etc.)</b>
	<input type="checkbox"/> Minor damage to hardware, software, building equipment, or workspace areas.	<input type="checkbox"/> Major repair or replacement of equipment or building systems may be required.	<input type="checkbox"/> <b>**Total destruction of a major building or worksite.</b>
<b>STAFF IMPACT</b> <input type="checkbox"/> if potential risk	<input type="checkbox"/> Limited minor injuries.	<input type="checkbox"/> Significant injuries or death.	<input type="checkbox"/> <b>**Mass casualties.</b>
	<input type="checkbox"/> Estimated re-occupancy time is under 24 hours.	<input type="checkbox"/> Staff prevented from getting to or remaining at work at numerous sites or a co-located facility for more than 24 hours.	<input type="checkbox"/> Permanent or long-term relocation of the worksite is required.
	<input type="checkbox"/> Staff absence less than 10%	<input type="checkbox"/> Staff absence greater than 10%, less than 20 %.	<input type="checkbox"/> Staff absence greater than 20%.
<b>ABILITY TO RESTORE</b>	<input type="checkbox"/> Estimated restoration time is under 24 hours.	<input type="checkbox"/> Estimated restoration time exceeds 24 hours.	<input type="checkbox"/> Long-term prohibited re-occupancy of a worksite with unknown restoration date.
	<input type="checkbox"/> Local response is adequate for restoring all systems	<input type="checkbox"/> Can be accomplished but may require coordination with external resources (local utility companies, DSHS Capital or Leased Facilities staff, ISSD, General Administration).	<input type="checkbox"/> Requires external resources (local utility company, DSHS Capital of Leased Facilities staff, ISSD, General Admin.)
<b>RESPONSE COORDINATION</b>	<input type="checkbox"/> Response coordination involves one administration.	<input type="checkbox"/> Response coordination involves 2 or more administrations (co-located facilities).	<input type="checkbox"/> Response coordination may involve external agencies or state Emergency Management Division.

**COMMAND NEEDS ASSESSMENT:** Check the most relevant description of command need based on the indications.

NO COMMAND	LOCAL COMMAND	AGENCY COMMAND	STATE-LEVEL COMMAND
<input type="checkbox"/> Incident can be managed "at-site" with regular administrative processes.  <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 1 (Minor) with limited impact <u>and</u></li> <li>Response/restoration can be managed within the chain of command.</li> </ul>	<input type="checkbox"/> Incident can be managed "at-site" with local site or program Command Team.  <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 1 (Minor) or Level 2 (Major) <u>and</u></li> <li>Response/restoration requires coordination by multiple departments or supervisors within the site or program.</li> </ul>	<input type="checkbox"/> Incident requires command or coordination by DSHS Regional or Headquarters Emergency Support Team (EST). <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 2 (Major) <u>and</u></li> <li>Local Command Team has been disabled <u>or</u></li> <li>Significant resources required (capital funding, specialized equipment, staff deployed from other sites) <u>or</u></li> <li>Multi-Administration impact that requires decision of sending staff home (i.e., co-located facility)</li> </ul>	<input type="checkbox"/> Incident requires command by emergency command team external to DSHS. (other agencies, Emergency Management Division, feds). <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 3 (Catastrophic) <u>or</u></li> <li>State-wide event with multiple agency impact</li> </ul>

**EMERGENCY MANAGEMENT NOTIFICATION REQUIREMENTS:** Use the matrix below to identify to whom to report the emergency incident, how to report, and when to report.

**NOTE:** All policies and procedures that identify incident reporting requirements or other administrative reporting must continue to be followed. The emergency management reporting requirements below are in addition to other existing reporting procedures.

**EMERGENCY MANAGEMENT NOTIFICATION MATRIX**

Check incident emergency Level and Command need. Notification requirement will be designated as Regular or Immediate and their requirements are defined below the matrix.

	NO COMMAND <input type="checkbox"/>	LOCAL COMMAND <input type="checkbox"/>	AGENCY COMMAND <input type="checkbox"/>	STATE-LEVEL COMMAND <input type="checkbox"/>
<input type="checkbox"/> <b>LEVEL 1</b>	Regular	Regular	N/A	N/A
<input type="checkbox"/> <b>LEVEL 2</b>	N/A	Regular	Immediate	N/A
<input type="checkbox"/> <b>LEVEL 3</b>	N/A	N/A	N/A	Immediate

**Regular:** Fax or email this form to Emergency Management Coordinator (address) by next business day.

**Immediate:** Immediately call Emergency Management Call Center at (number). You will then be instructed to fax or email this form to the Emergency Management Call Center at (number/address).

**N/A:** Not applicable.

**FOR EMERGENCY MANAGEMENT COORDINATOR USE ONLY**

<b>POST-EVENT EMERGENCY INCIDENT CLASSIFICATION VERIFICATION</b>	
<b>Initial Report Received:</b> <b>Date:</b> <b>Time:</b>	<b>Notification Method:</b> <input type="checkbox"/> <b>Regular:</b> <input type="checkbox"/> <b>Immediate:</b> <input type="checkbox"/> <b>Other: Note details:</b>
<b>Emergency Level Assessment:</b> <input type="checkbox"/> <b>Level 1 (Minor)</b> <input type="checkbox"/> <b>Level 2 (Major)</b> <input type="checkbox"/> <b>Level 3 (Catastrophic)</b>	<b>Command Need:</b> <input type="checkbox"/> <b>No Command</b> <input type="checkbox"/> <b>Local Command</b> <input type="checkbox"/> <b>Agency Command</b> <input type="checkbox"/> <b>State-Level Command</b>
<b>Report Forwarded To:</b>	
<b>After-Action Meeting Date:</b>	<b>After-Action Participants:</b>
<b>Notes:</b>	
<b>Signed:</b>	<b>Date:</b>

## Acronyms

CA	Children's Administration
CATS	Children's Administration Technology Services
CEMP	Comprehensive Emergency Management Plan
DOH	Department of Health
DOP	Department of Personnel
DSHS	Department of Social and Health Services (state)
EMAC	Emergency Management Advisory Committee (DSHS)
EMD	Emergency Management Division (Washington State Military Department)
EMPRT	Emergency Preparedness Response Team
EOC	Emergency Operations Center
ESF	Emergency Support Function
EST	Executive Support Team (DSHS)
F & OS	Finance & Operations Support
FO	Field Operations
HIVA	Hazard Identification & Vulnerability Assessment
HR	Human Resource
HRD	Human Resource Division
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
MOU	Memorandum of Understanding
NIMS	National Incident Management System (federal)
NRP	National Response Plan (federal)
P & PI	Program & Practice Improvement
PIO	Public Information Officer (state and federal)
PTSD	Post Traumatic Stress Disorder
RCT	Regional Command Teams (state)
RCW	Revised Code of Washington
RRTF	Recovery & Restoration Task Force (state)
WAC	Washington Administrative Code

## **DSHS Administrations, Divisions, and Offices**

<b>ADSA</b>	<b>Aging &amp; Disability Services Administration</b>
AAA	Area Agencies on Aging
DDD	Division of Developmental Disabilities
HCS	Home and Community Services
MSD	Management Services Division
RCS	Residential care Services
<b>CA</b>	<b>Children's Administration</b>
<b>ESA</b>	<b>Economic Services Administration</b>
CSD	Community Services Division
DCS	Division of Child Support
DEAP	Division of Employment and Assistance Programs
DMRS	Division of Management Resources & Services
ITD	Information Technology Division
OPADA	Office of Public Assistance Data Analysis
STRU	State Tribal Relations Unit
<b>HRSA</b>	<b>Health &amp; Recovery Services Administration</b>
DASA	Division of Alcohol and Substance Abuse
ODHH	Office of the Deaf and Hard of Hearing
MHD	Mental health Division
<b>JRA</b>	<b>Juvenile Rehabilitation Administration</b>
<b>OS</b>	<b>Office of the Secretary</b>
ASD	Administrative Services Division
BUD	Budget Office
CD	Communications Division
CFO	Chief Financial Officer
DAO	Diversity Affairs Office
FSA	Financial Services Administration
DFI	Division of Fraud Investigations
GCR	Government and Community relations
GJJAC	Governor's Juvenile Justice Advisory Committee
HRD	Human Resources Division
IPSS	Indian Policy and Support Services
ISSD	Information Systems Services Division
ITO	Information Technology Office
OJJ	Office of Juvenile Justice
LBD	Lands and Buildings Division
MSA	Management Services Administration
MSFO	Management Services Fiscal Office
OAS	Office of Accounting Services
OFR	Office of Financial Recovery

OSRM Office of Safety & Risk Management  
PA Public Affairs  
RDA Research and Data Analysis Division

## GLOSSARY OF TERMS

**AG:** Attorney General (federal and state)

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**All-Hazard:** Covering all possible hazards whether natural, accidental, negligent, or intentional.

**All-Hazard Preparedness:** Preparedness for domestic terrorist attacks, major disasters, and other emergencies.

**Alternate Emergency Operations Center (AEOC):** An established location to evacuate to in the event that the primary EOC is not available due to natural or manmade causes.

**American Red Cross (ARC):** A volunteer organization which works closely with government at all levels in planning for and providing assistance to disaster victims. The ARC operates under a Congressional charter. All of its disaster assistance is based on verified disaster-caused need, and is an outright grant from donations from the American people.

**Authority:** the power to control, judge or prohibit the actions of others based on statutory, regulatory, or delegated right.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assisting Agency:** An agency, or organization, that provides personnel services, or other resources, to an agency with direct responsibility for incident management. See also Supporting Agency.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in Staging Area.

**Bioterrorism (BT):** The use of a biological agent in a terrorist incident; the intentional use of a microorganism or toxins derived from living organisms to produce death or disease in humans, animals, or plants.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**CBRNE:** Chemical, biological, radiological, nuclear and explosive events—types of human-made disasters, which may be accidental or intentional.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer (PIO), Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants as needed.

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Cooperating Agency:** An agency supplying assistance, other than direct operational, support functions, or resources, to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Comprehensive Emergency Management Plan (CEMP):** The framework for Washington State for mitigation, preparedness, response, and recovery activities. Its intent is to provide a structure for standardizing plans statewide and to facilitate interoperability between local, state and federal governments.

**Damage Assessment:** The appraisal, or determination of the actual effects resulting from a technological or natural disaster.

**Department of Information Systems (DIS)** (state)

**Department of Health (DOH):** (state)

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act a relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Disaster (Major)**(Stafford Act definition): Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this chapter to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency:** Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, and emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management Advisory Committee (EMAC), DSHS:** Authorized by the Secretary of DSHS and Management Team in February 2004 as a way for the agency to be informed and educated on issues of Emergency Management. Develop, review, coordinate and make recommendations to Executive Management regarding all aspects of emergency management disaster planning and recovery efforts.

**Emergency Management Council (EMC):** This council is advisory to the Governor on Emergency Management issues.

**Emergency Operations Centers (EOC's):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOC's may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or multi-jurisdictional.

**Emergency Operations Plan:** The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Operating Procedure (EOP):** A prescribed procedure to be followed during an emergency incident.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Response Provider:** Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as: *Emergency Responder*.

**Emergency Support Function (ESF):** The functional approach that groups the types of assistance that a state is most likely to need, (e.g. mass care, health and medical services) as well as the kinds of federal operations support necessary to sustain state response actions (e.g., transportation, communications). ESF are expected to support one another in carrying out their respective missions.

**Emergency Preparedness Response Team (EPRT):** Teams formed within DSHS Regions, Administrations, Divisions or Offices to provide planning, leadership, and response functions to emergency incidents or disaster situations.

**Emergency Support Team (EST):** DSHS Executive Management Emergency Command Team formed during times of emergency incidents or disaster to provide support, direction, and Command functions to DSHS staff, EMD, state agencies, the general public and others. The Secretary will establish team membership and provide direction as necessary.

**Essential Services Personnel:** Are those positions providing service that must be maintained regardless of the emergency situation to ensure quality care and public safety. These positions include direct care in 24-hour, 7 day a week programs such as residential services, emergency services medication delivery to

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** A planned, non-emergent activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Executive Order:** A rule or order having the force of law, issued by an executive authority of a government.

**Exercise:** A practice/simulated response to a natural or technological disaster involving planning, preparation, and execution. It is carried out for the purpose of training and/or evaluation.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Federal Emergency Management Agency (FEMA):** The federal agency responsible for the U.S. government's portion of the comprehensive emergency management program. It consists of a national office in Washington, D.C. and ten regional offices, one of which (Region X) is located in Bothell, Washington.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Governor's Authorized Representative (GAR):** Serves as the State's representative for the execution of all necessary documents for disaster assistance following a gubernatorial or Presidential declaration of an emergency or disaster.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the operations Section. (See *Division*)

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Hazardous Materials (HAZMAT):** Any element, compound, or combination thereof, which is flammable, corrosive, detonable, toxic, radioactive, an oxidizer, an etiologic agent, or highly reactive, and which, because of handling, storing processing, or packaging, may have detrimental effects upon operating and emergency personnel, the public, equipment and/or the environment.

**Immediate Services Program (ISP):** A grant awarded by FEMA to states to develop crisis-counseling program for 60 days, after a presidential declaration of an emergency.

**Incident:** An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies, tactics, and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Command Team (ICT):** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objective are based on realistic expectations of what can be accomplished when all allocated resources have been effectively

deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Information Officer:**

The Information Officer is responsible for the development and release of accurate and complete information regarding the incident and to serve as the point of contact for the media and other appropriate agencies requiring information directly from the incident scene.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial response:** resources initially committed to an incident.

**Intelligence Officer:** The Intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Inter-local Agreement:** Agreement or contract between government entities at the local level.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local:** For the purpose of the DSHS Emergency Plan, the term *Local* will refer to city, county or tribal jurisdictions.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government, an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation, a rural community, unincorporated town or village, or other public entity. See Section 2 (1), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is:

“Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

**Management By Objective (MBO):** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives, developing and issuing assignments, plans, procedures, and protocols, establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives, and documenting results to measure performance and facilitate corrective action.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations- Federal, State, local and tribal-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-agency Coordination Entity:** A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, resolve conflicts in agency policies, and provide strategic guidance and direction to support incident management activities.

**Multi-agency Coordination Systems:** Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, emergency operation centers (EOC's), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement (MAA) or Memorandum of Understanding (MOU):** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

**National:** Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and policy.

**National Disaster Medical System (NDMS):** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

**National Incident Management System (NIMS):** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Response Plan (NRP):** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross (ARC).

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan (IAP). Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Outreach:** A method for delivering services to disaster survivors and victims. It consists primarily of face-to-face contact with survivors in their natural environments in order to provide disaster-related services. Outreach is the means by which services are made available to people.

**Personnel Accountability:** the ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the IAP.

**Post –Traumatic Stress Disorder (PTSD):** A disorder caused by experiencing traumatic events that result in prolonged anxiety and emotional distress.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process.

Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** Groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness,

response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Psychological First-Aid:** Pragmatically oriented interventions with disaster survivors or emergency responders targeting acute stress reactions and immediate needs. The goals of psychological first aid include the establishment of safety, stress-related symptom reduction, restoration of rest and sleep, linkage to needed resources and re-connection with social supports.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMD materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery:** The development, coordination, and execution of service-and sit-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Resilience:** The ability to maintain relatively stable physical and psychological functioning.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreement; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operation; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Risk:** A measure of the harm to human health that results from being exposed; uncertainty that surrounds events and outcomes.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if

established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Operating Procedure (SOP):** A prescribed procedure to be followed routinely.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**State Coordinating Officer (SCO):** The individual appointed by the Governor to act in cooperation with the Federal Coordinating Officer to administer disaster recovery efforts. The SCO may also function as the Disaster Recovery Manager and as the Governor's Authorized Representative.

**State Emergency Operations Center (SEOC):** The facility within the Division of Emergency Management, located at Camp Murray, Tacoma, Washington, from which state emergency/disaster operations are coordinated.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A set number of resources of the same kind, and type that have an established minimum number of personnel.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Surge:** Refers to the initial influx of patients in the immediate aftermath of a disaster.

**Task Force:** Any combination of resources assembled to support a specific mission operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of an State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the united States to Indians because of their status as Indians.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 1, 2, o 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See *Area Command*.)

**Unified Command (UC):** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** the organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** the concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For the purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., U.S.C. 742f© and CFR 553.101.

**Washington Voluntary Organizations Active in Disaster (WAVOAD):** A group of organizations providing voluntary assistance following an emergency or disaster.

## **Emergency Contact Information for Foster Parents and Relative Caregivers**

CA has identified the need to capture Emergency Contact Information for foster parents and relative caregivers as part of this Emergency Plan. CATS has two concurrent approaches for planning for the capture of Emergency Contact Information, one short-term and one long-term.

### **Short-Term Approach**

A new CATS Work Request (WR105) was submitted and approved by the CA Work Request Board on 9/12/07. This WR specifies the development of new data fields in CAMIS for input of the Emergency Contact Information for all foster parents and relative caregivers. The Emergency Contact information that will be captured is:

- Name
- Address (two address lines)
- City
- State
- Zip
- County
- Phone (up to two phone numbers with extensions)

The work for this new development is estimated at approximately 200 hours. The new fields should be available early in 2008.

In preparation for a disaster, field staff will have access to client data, including contact information for foster parents and relative caregivers, through CAMIS/FamLink reports distributed through central file servers, websites, CD, and/or hard copy. When activated during and after a disaster, emergency call centers will have access to these reports in order to contact caregivers and, if CAMIS/FamLink is unavailable, log location and needs.

### **Long-Term Approach**

The capture of Emergency Contact Information has been added to the requirements specifications for FamLink, our new SACWIS, expected to be implemented Fall of 2008.

# **FINANCE AND OPERATIONS SUPPORT DIVISION'S EMERGENCY RESPONSE PLAN**

Finance and Operations Support Division  
September 20, 2007

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## PLAN OVERVIEW

The Division of Finance and Operations Support activates its Emergency Response Plan when directed either by the Division Director, CA Assistant Secretary, or designees, when normal operations of the Division are disrupted and can no longer follow usual procedures. The Division's Emergency Response Plan provides support to the agency and affected areas and to the well being of onsite Division staff during an emergency.

During an emergency event FOSD may be adversely impacted. The magnitude of such an event may require varying degrees of action. An emergency event could impact this division, the entire agency, and local field offices including surrounding communities. In an attempt to identify, prepare for, respond to, and recover from an emergency or disaster, this plan outlines FOSD's response framework. To ensure the agency can maintain its critical functions, this plan addresses operations, payment support, and the continuation of payroll and foster care support payments. FOSD's plan will provide efficient planning to utilize all available resources during an emergency and to ensure the continuity of operations of the agency in times of an emergency or disaster.

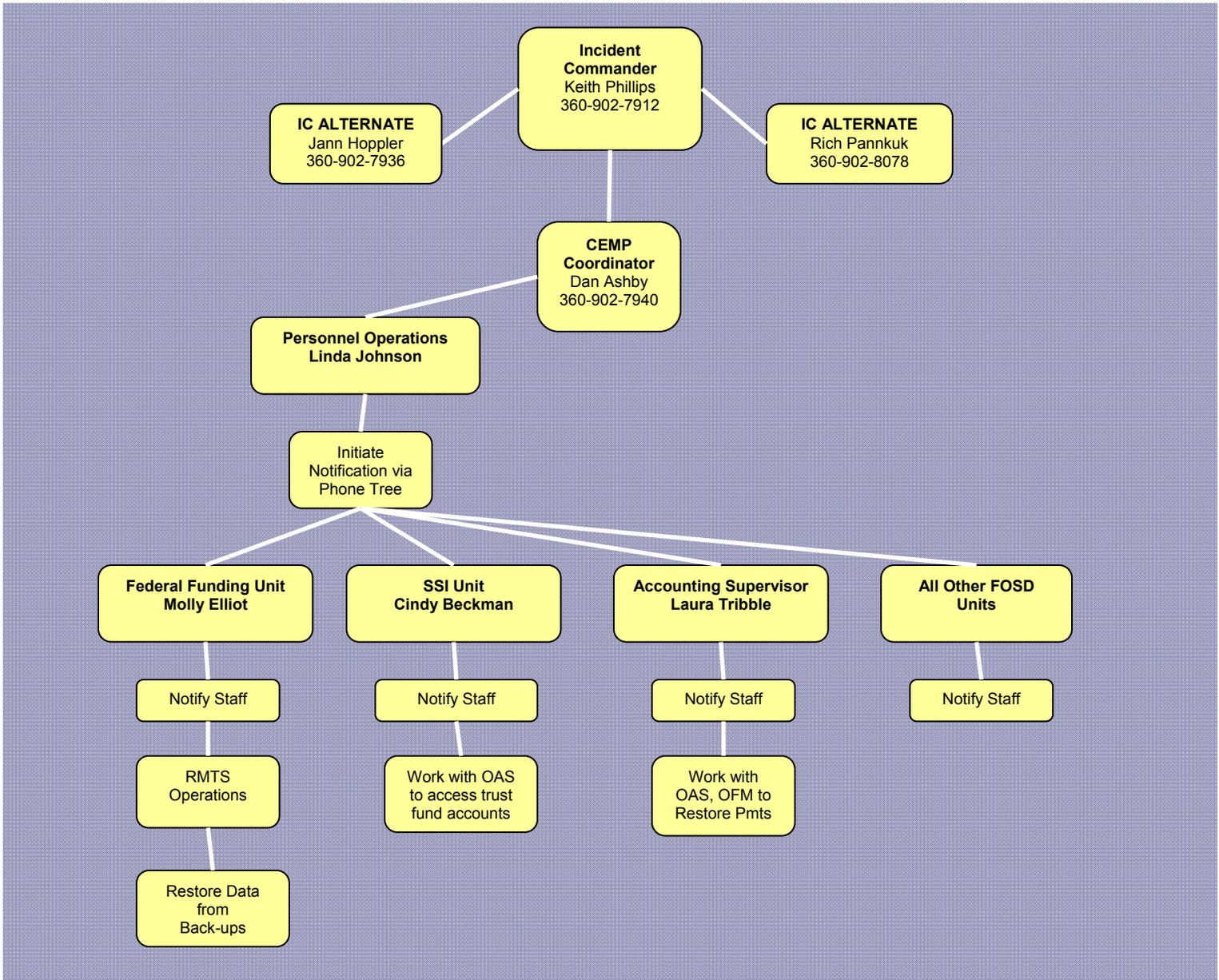
The following Emergency Response Plan for the Finance and Operations Support Division is based on assumptions of a disaster at varying degrees and is outlined as:

- A natural, technological or human-caused disaster or emergency , that would have varying degrees of impact on the agency, the division and its systemic operations
- Portions of, or the entire agency facility may be inhabitable, and would require use of an alternate facility
- Vital agency functions will need to be carried out regardless of the extent of damage or impact of the emergency
- If a widespread disaster occurred, employees may need to take the appropriate steps to ensure the safety and security of their families prior to returning to work, and from a division/agency view this could have a negative impact on staff workload and possible re-assignment to more vital functions
- Possible disruptions in utility services including electricity, gas, telecommunications, water and cable
- Providers, county and local governments, and other state agencies that the agency normally interacts with may also be responding to the emergency, and may be experiencing some disruption in their agency operations as well
- Normal responder support and resources will likely not be available during and immediately after an event as they may be both victims and responders as well and resources likely stretched well beyond capacity

# DIVISION MANAGEMENT

## Incident Command System (ICS)

- The Incident Command Structure and responsibilities were developed and established based on FOSD's vital services and support to the administration.



#	Position	Brief Description of Responsibilities	Primary	Alternate
1.	Incident Commander	<ul style="list-style-type: none"> <li>• Activate the plan.</li> <li>• Monitor potential threats.</li> <li>• Support on-scene response operations.</li> <li>• Receive, compile, and display data on the emergency situation, resource status and commitments as a basis for planning.</li> <li>• Analyze current problems, anticipate potential problems and formulate options for solving them.</li> <li>• Coordinate damage assessment activities and assess the status of staff health and safety, worksite operations.</li> <li>• Request assistance from other agencies and administrations as may be required.</li> <li>• Implement incident cost tracking and Analysis.</li> </ul>	Director	Office Chiefs
2.	CEMP Coordinator	<ul style="list-style-type: none"> <li>• Program Manager for CA Emergency Management.</li> <li>• Respond and function as CEMP Coordinator in support of the worksite/facility Incident Commander.</li> </ul>	Designated Staff	
3.	Personnel Operations Officer	<ul style="list-style-type: none"> <li>• Initiate notification of staff via division emergency phone tree.</li> <li>• Coordinate with Field Operations regarding human resource activities, issues, status of personnel, staff redeployment and support.</li> </ul>	HR Manager	
4.	Federal Funding Manager	<ul style="list-style-type: none"> <li>• Restore RMTS data gathering operations.</li> <li>• Restore data from back-up files.</li> </ul>	Designated Staff	
4.	SSI Unit Supervisor	<ul style="list-style-type: none"> <li>• Work with the Office of Accounting Services to restore access to funds held in trust.</li> </ul>	Designated Staff	
5.	Accounting Manager	<ul style="list-style-type: none"> <li>• Work with the Office of Accounting Services and the Office of Financial Management to restore the ability to make needed payments.</li> </ul>	Designated Staff	

### Emergency Preparedness, Response and Recovery

Emergency Planning and Response Teams (EPRT) provide for planning, leadership and respond to incidents of disaster or emergency situations to DSHS programs, facilities, and worksites. Their goal is to minimize the impacts of emergencies and disasters on the people, property, environment, and economy of Washington State in order to:

- Protect the safety of staff, clients, and visitors; and protect state physical assets.
- Assure business continuity.
- Establish emergency communication with DSHS Headquarters and Regional Command centers.
- Support local jurisdiction responders and state-wide emergency responders in the case of a disaster.

### Emergency Preparedness, Response and Recovery Team (EPRT)

- FOSD has established an Emergency Preparedness, Response and Recovery Team (EPRT) for the division. FOSD has clearly identified a communication chain to notify and update FOSD staff in the event of an emergency. The worker safety committee has addressed worksite preparedness and emergency plans.
- See Table on next page for list of EPRT team members.

## C. EMERGENCY PLANNING AND RESPONSE TEAM (EPRT)

### FACILITY, WORKSITE, OR PROGRAM:

<b>Facility, Worksite, or Program Name:</b> Finance and Operations Support Division, FOSD		<b>Administration/Division:</b> DSHS, Children's Administration	
<b>Facility and Program Type:</b> (identify all that apply) <input type="checkbox"/> Residential (24 hr/7 day care) <input checked="" type="checkbox"/> Office <input type="checkbox"/> Warehouse or Shop <input type="checkbox"/> Staff access only <input type="checkbox"/> Staff and client access <input type="checkbox"/> Direct Client Interaction (in-person or by phone) <input type="checkbox"/> Other: (specify)			
<b>Plan Type:</b> Check appropriate box to describe the purpose of this emergency plan. <b>Worksite</b> <input type="checkbox"/> Facility Providing Residential Care <input type="checkbox"/> Office or facility (non-residential) with 11 or more staff <b>Program</b> <input type="checkbox"/> Administration Vital Service Plans <b>Support Plan</b> <input type="checkbox"/> Specialized or Support Service Plans <b>Command Plan</b> <input checked="" type="checkbox"/> Headquarters or Regional command only			
<b>Address:</b> 1115 Washington Street		<b>City:</b> Olympia	<b>County:</b> Thurston
		<b>Region:</b> n/a	

### FORM PREPARED BY:

<b>Name:</b> Dan Ashby	<b>Position:</b> Sr. Finance Mgr	<b>Phone #:</b> 360-902-7940	<b>Date:</b> 6/19/2007
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### PLANNING AND RESPONSE TEAM MEMBERS

*\*Training recommended for all team members, especially those with incident response responsibilities. Training is required for those Team Roles marked with an asterisk.*

Planning Team Role	Incident Response Role? (yes/no)	Name/Position	Contact #	Training Completed*		
				IS 100	IS 700	CPR/First Aid
*Incident Commander	Yes	Keith Phillips	Phone: 360-902-7912 Email: <a href="mailto:phke300@dshs.wa.gov">phke300@dshs.wa.gov</a>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Alternate Incident Commander	Yes	Rich Pannkuk	Phone: 360-902-8078 Email: <a href="mailto:panr300@dshs.wa.gov">panr300@dshs.wa.gov</a>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Alternate Incident Commander	Yes	Jann Hoppler	Phone: 360-902-7936 Email: <a href="mailto:jhop300@dshs.wa.gov">jhop300@dshs.wa.gov</a>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*CEMP Coordinator	Yes	Dan Ashby	Phone: 360-902-7940 Email: <a href="mailto:ashd300@dshs.wa.gov">ashd300@dshs.wa.gov</a>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Initial Response to Facility/Worksite Incidents

### Background

- This EOP identifies the responsibility and procedure for the initial response to Facility/Worksite incidents. The duties of the On-Scene Incident Commander (OSIC) are provided in this procedure.

### Responsibility

The first response person to arrive at the scene of the incident shall serve as OSIC until relieved in accordance with this procedure.

The OSIC is determined by the type of incident.

- EMERGENCY PREPAREDNESS AND RESPONSE TEAM (EPRT) shall respond in the capacity of OSIC on all Facility/Worksite fire alarms, medical emergencies, and hazardous material incidents.
- FACILITIES MANAGER
  - Respond in the capacity of OSIC on all building and utility related incidents.
  - Respond in the capacity of OSIC after normal duty hours and in the absence of Facility/worksite staff.
- SECURITY (If applicable)
  - Notify OSIC of incident
  - Respond in the capacity of OSIC on all security related incidents

### PROCEDURE

- On notification of a Facilities/Worksite incident, SECURITY shall make the necessary notifications including notification of the OSIC based on the guidelines provided above.
- DEPARTMENTS, as required, shall respond to the scene. The first response person to arrive at the scene of the incident shall assume responsibility as OSIC until relieved.
- OSIC shall report via (*Radio Frequency 3* for example), that their response and arrival on-scene and maintain communications with (Identify person/position).
- The OSIC has the authority and responsibility to direct the Facility/Worksite resources to mitigate the incident.

## OSIC Guidelines

The first response Department to arrive at the scene of an emergency situation serves as the OSIC until relieved in accordance with established procedures. The IC will:

- Establish an On-Scene Incident Command Post (ICP).
- Identify and summon Facility/Worksite response resources required;
- Direct resources on-scene;
- Provide liaison with external response resources, e.g., fire department;
- Provide an assessment of the situation to the Facility/Worksite Incident Commander (IC).
- Make an assessment of need for EOC support and request activation, if deemed appropriate.

The OSIC is generally responsible for field operations, including:

- Isolating, controlling, and securing the scene.
- Directing and controlling the on-scene response to the emergency situation and managing the emergency resources committed there.
- Warning staff in the area of the incident and providing emergency instructions to them.
- Determining and implementing protective measures (evacuation or in-place sheltering) for the staff in the immediate area of the incident and for responders at the scene.
- Implementing traffic control measures in and around the incident scene.
- Requesting additional resources from the EOC.
- Keeping the Facility/Worksite Incident Commander informed of the current situation at the incident site.
- Safety of Facility/Worksite response personnel.

## Plan Activation

- The Division of Finance and Operations Support activates its Emergency Response Plan when ordered either by the Division Director, CA Assistant Secretary, or designees, when normal operations of the Division are disrupted and can no longer follow usual procedures. The Division response plan provides support the agency and affected areas and to the well being of onsite Division staff during an emergency.
- The Division will test the Emergency Response Plan twice annually, the last Monday in May and August. This will include a written critique and evaluation. Changes will be made if and when necessary.

## Payment Continuation

- The Division has the responsibility of making payments for clients, foster parents and providers. In the event of an emergency a priority will be given payments to foster parents and for adoption support, but there will be several reasons to re-establish the ability to make payments.
- The current structure used by the Children's Administration for making payments to foster parents and providers begins with the CAMIS system. CAMIS feeds information into the Social Services Payment System, (SSPS) in order to determine when a payment is needed. SSPS uses a system of crosswalks to determine the appropriate AFRS accounting coding to assign to the payment and then sends this information over to AFRS through an interface where AFRS initiates the payment and generate a warrant for distribution.
- Because Children's payments all come from the AFRS system, we are dependant on assistance from the Office of Accounting Services, OAS and the Office of Financial Management, OFM if this system is down. OFM has the ability to make payments and coordinate this with the Treasury Department and we will need to work closely with them. Our contact for making payments when AFRS is down is the Chief of the Office of Accounting Services.

The Accounting Policy Management Board has drafted a policy to address the continuation of payments in an emergency for the Department of Social and Health Services. This policy is DSHS Administrative Policy 19.85.10 Emergency Accounting Processes and is included in its entirety in Appendix A of this plan.

## Levels of an Emergency and Relationship to Normal Functions

What is an emergency?

“Any physical event that interferes with the Department’s ability to conduct critical transactions or provide time critical services.” It is important to know, understand and prepare for the three levels of an emergency.

There is a wide range of emergencies that might effect:

- Facilities
- Access to facilities
- Single area within a building or on a campus
- Computer access to data
- Staff

### **Level 1**

#### **Minor**

This is any serious situation that requires immediate actions, and is beyond the scope of day to day situations. This type of an emergency is considered minor in nature and can most likely be handled on the local level with notification and reporting to occur through normal channels.

- Estimated restoration time is one-shift to 24 hours
- Localized event to one building or campus
- Local response is adequate for reestablishing all systems
- Minor damage to hardware, software, electrical equipment or workspace areas
- Examples include: temporary power outages, or a small trash can fire

### **Level 2**

#### **Major**

This is a serious situation in which the disruption is anticipated to be more significant than a minor event, but is less than a catastrophic event. It may be considered a major emergency even if only one site has issues, or is part of a co-located facility.

- Estimate restoration time is 24 to 72 hours
- Multiple buildings/offices/facilities affected by an event
- Damage to buildings/offices/facilities is more than minor in nature
- Replacement of equipment or facilities may be required
- Examples include: a severe, prolonged storm affecting numerous sites. Significant fire causing temporary closure of the building, or a significant computer virus or telecommunication losses

### **Level 3 Catastrophic**

This is a catastrophic emergency in which disruption is anticipated to be in excess of 72 hours.

- Damage from a catastrophic emergency is severe
- May involve total destruction of a worksite
- Major replacement of equipment or restoration/renovation is required
- Staff are required to be relocated or not able to participate in normal activities
- Examples include: regional earthquake affecting transportation and communication, or a significant building fire.

#### Vital Services

In the event of an emergency FOSD staffing levels may not be sufficient to provide the services and support the Division is responsible for. However we will work to establish the ability to meet these responsibilities and provide the vital support needed to allow the administration to provide vital services to children and youth. Priorities will be given to:

- a. Restoring the ability to make payments
- b. Regain access to children's funds held in trust
- c. Restore backed up data and compile necessary data for continuance of RMTS tracking.

# HAZARD AND VULNERABILITY ANALYSIS

## RISK ASSESSMENT WORKSHEETS FOR FOSD

Vital Service Being Assessed: **Child Protective Services**

Department / Division: Finance and Operations Support

<b>-A- Summary of Resources Involved with this Vital Service</b> (people, equipment, supplies, facilities, etc involved?)	<b>-B- Level of Dependency your Vital Service has on this.</b> H=High M=Medium L=Low	<b>-C- Essential (E) or Not Needed (NN)</b>	<b>-D- Level of Operational Risk/Harm</b>  H=High M=Medium L=Low	<b>-E- Components with Significant Risk</b> For any component rated as "Essential" and with a "Medium" or "High" Level of Operational risk/harm place an "X" next to the component below.
<b>List Critical Components</b> (samples shown, add more as needed)				
Human Resources	<b>High</b>	<b>E</b>	<b>High</b>	<b>X</b>
Operations				
Management				
Financial Resources				
Checks				
Cash				
Procurement				

### LEVEL OF IMPACT ASSESSMENT

Consider others factors which can impact this vital service (timing or phasing sensitivities and other internal and external business dependencies)

Consider timing or phasing that presents greatest risk	<b>Peak Periods</b> Identify periods when you perform this vital service	Any particular day of the week or months of the year? Specify below:
<b>Daily</b>	<b>Whenever needed</b>	<b>24 hours, 7 days a week</b>

Vital Service Being Assessed: **Medically Fragile Children**

Department / Division: Finance and Operations Support

<b>-A- Summary of Resources Involved with this Vital Service</b> (people, equipment, supplies, facilities, etc involved?)	<b>-B- Level of Dependency your Vital Service has on this.</b> H=High M=Medium L=Low	<b>-C- Essential (E) or Not Needed (NN)</b>	<b>-D- Level of Operational Risk/Harm</b>  H=High M=Medium L=Low	<b>-E- Components with Significant Risk</b> For any component rated as "Essential" <u>and</u> with a "Medium" or "High" Level of Operational risk/harm place an "X" next to the component below.
<b>List Critical Components</b> (samples shown, add more as needed)				
Human Resources				
Operations				
Management				
Financial Resources				
Checks				
Cash				
Procurement				

**LEVEL OF IMPACT ASSESSMENT**

Consider others factors which can impact this vital service (timing or phasing sensitivities and other internal and external business dependencies)

Consider timing or phasing that presents greatest risk	<b>Peak Periods</b> Identify periods when you perform this vital service	Any particular day of the week or months of the year? Specify below:
<b>Daily</b>		

Vital Service Being Assessed: **Child Welfare Services**

Department / Division: Finance and Operations Support

<b>-A-</b> <b>Summary of Resources Involved with this Vital Service</b> (people, equipment, supplies, facilities, etc involved?)	<b>-B-</b> <b>Level of Dependency your Vital Service has on this.</b> <b>H=High</b> <b>M=Medium</b> <b>L=Low</b>	<b>-C-</b> <b>Essential (E) or Not Needed (NN)</b>	<b>-D-</b> <b>Level of Operational Risk/Harm</b>  <b>H=High</b> <b>M=Medium</b> <b>L=Low</b>	<b>-E-</b> <b>Components with Significant Risk</b> For any component rated as "Essential" and with a "Medium" or "High" Level of Operational risk/harm place an "X" next to the component below.
<b>List Critical Components</b> (samples shown, add more as needed)				
Human Resources				
Operations				
Management				
Financial Resources				
Checks				
Cash				
Procurement				

**LEVEL OF IMPACT ASSESSMENT**

Consider others factors which can impact this vital service (timing or phasing sensitivities and other internal and external business dependencies)

Consider timing or phasing that presents greatest risk	<b>Peak Periods</b> Identify periods when you perform this vital service	Any particular day of the week or months of the year? Specify below:
<b>Daily</b>		

## RISK MITIGATION FACTORS

FOSD will identify those activities that either prevent the occurrence of an emergency or reduce vulnerability in ways that minimize the adverse impact of any disaster. Mitigation actions will be taken to eliminate or reduce the degree or risk to human life and property from natural and technological hazards.

The following are examples of actions for structural mitigation of risk factors relevant to FOSD and Office Building 2:

### Earthquake:

- Fasten pictures, mirrors, shelves, and bookcases securely to walls. Hang heavy items such as pictures and mirrors that haven't been well secured away from beds, couches, and anywhere people sit.
- Place large or heavy objects on lower shelves or on floors.
- Store weed killers, pesticides, and flammable products securely in closed cabinets with latches.
- Store breakable items such as bottled foods, glass, and china in low, closed cabinets with latches. Taller cabinets should be secured to walls.
- Secure computers and affiliated equipment with tie-downs.
- Brace overhead light fixtures.
- Secure water heaters by strapping them to wall studs.
- Have buildings and foundations evaluated for structural integrity and to see if seismic upgrades are necessary or warranted.
- Replace rigid gas and water pipes with flexible lines if practical. Alternatively, install flexible pipe connections on water and gas lines.
- Make sure staff knows how to shut off water, power and electricity to buildings in the event of gas or water line break.
- Plan at least two evacuation routes since roads may be blocked or closed.
- Be prepared to do without services you normally depend on—electricity, telephone, natural gas, gasoline pumps, cash registers, ATMs, and Internet transactions for a planned length of time.
- For 24/7 facilities, be prepared for a disruption to food, water, fuel and other supplies for a planned length of time.
- The following are things you might want to consider having in a survival kit on each floor of the building:

Portable, battery-operated radio and extra batteries.

Several flashlights and extra batteries.

First aid kit and manual.

Hard hats and dust masks.

Fluorescent tape to rope off dangerous areas.

- Install emergency lighting in all restrooms and at all exits to facilitate egress in the event of a power loss.

### **Severe Storm:**

- Be prepared to do without services you normally depend on—electricity, telephone, natural gas, gasoline pumps, cash registers, ATMs, and Internet transactions for a planned length of time.
- For 24/7 facilities, be prepared for a disruption to food, water, fuel and other supplies for a planned length of time.
- The following are things you might want to consider having in a survival kit on each floor of the building:

Portable, battery-operated radio and extra batteries.

Several flashlights and extra batteries.

First aid kit and manual.

Hard hats and dust masks.

Fluorescent tape to rope off dangerous areas.

- Install emergency lighting in all restrooms and at all exits to facilitate egress in the event of a power loss.

### **Volcanic Activity Including Lahar and Tsunami:**

- If your facility is located near a known volcano, active or dormant, or is located near the coast, be ready to evacuate at a moment's notice. Make sure staff recognize lahar and tsunami warnings and understand what is expected of them in the event of a warning.
- Plan at least two evacuation routes since roads may be blocked or closed.

### **Structure Fire:**

- Make sure smoke detectors are installed and working in all work, living and sleeping areas according to code.
- Make sure sprinkler systems and fire extinguishers are inspected regularly and that staff are trained in the proper use of extinguishers.
- Make sure all exits are well marked with emergency lighting.

- Make sure all automatic door closures are functional and that doorways are kept clear of obstructions that could keep fire-doors from closing completely.

#### **Chemical Hazard – Bio Hazard:**

- If there are any symptoms or suspected exposures call 911 immediately and consult with a healthcare provider as soon as possible. If you believe you have been intentionally exposed, you should contact law enforcement officials immediately.

#### **Terrorism:**

- Educate staff to be aware of their surroundings and any conspicuous or unusual behavior.
- Do not accept packages from strangers. Train staff to promptly report unusual behavior, suspicious or unattended packages, and strange devices to the police or security personnel.
- Identify where emergency exits are located in buildings and plan for evacuation routes in the event of an emergency.
- Be prepared to do without services you normally depend on—electricity, telephone, natural gas, gasoline pumps, cash registers, ATMs, and Internet transactions for a planned length of time.
- For 24/7 facilities, be prepared for a disruption to food, water, fuel and other supplies for a planned length of time.
- The following are things you might want to consider having in a survival kit on each floor of the building:

Portable, battery-operated radio and extra batteries.

Several flashlights and extra batteries.

First aid kit and manual.

Hard hats and dust masks.

Fluorescent tape to rope off dangerous areas.

#### **Workplace Violence:**

- Install building security systems that require a code or badge to admit staff to workplace buildings at unmanned entrances.
- Train staff to challenge unidentified strangers wandering through the work area.
- Install adequate lighting around building perimeters and in parking areas.

## COMMUNICATIONS

The following communication requirements and considerations will assist in establishing and maintaining adequate internal and external communications during an emergency situation. There are various communication needs when an emergency occurs, both internally, at the site of the incident, and across the division and agency.

Depending on the magnitude of the event, communication needs and methods will vary.

### Assumptions

- Loss of communication systems (telephone, cellular phones, pagers, email) will occur as a result of a disaster or emergency situation.
- 911 systems can be disabled due to a catastrophic community incident that results in line congestion, or loss of power, or telephone services.
- Alarm and other protection systems (security, fire, electronic door controls) may fail during a disaster. Systems can either fail open, or closed dependent on the system. Alternative plans for manual operation need to be identified.
- Telephone systems (switchboards, voice messaging, digital phone lines) will fail in a power outage if no back-up emergency generator supports them.
- Some back-up emergency power systems for telephone switches and computer systems are battery based and therefore may have limited support of only a few hours.
- In a large disaster, local and national media (radio, television, internet) may be a source of information both pre and post event but may broadcast unreliable information.

### Emergency Go-Kits

- a. CA, FOSD will utilize Emergency Go-Kits to support the Division's response. When possible, data will be stored on a CD and updated on a bi-weekly basis. Upon evacuation, each department / section leader is to bring the Go-Kit to the alternate facility and make the necessary preparations and staff assignments to utilize the contents of the go-kits
  - The Go-Kits will contain:
    - Contact information:
      - Management, FOSD Staff, Regional, Local office
    - Communication devices, with appropriate back up batteries:
      - Lap top
      - Black berry or cell phone

## Communication Strategies

Distribution to staff and managing transmission traffic and channel designation

<b>Primary</b>	<b>Comments</b>	<b>Pre- Event</b>	<b>Event</b>
Analog phone lines: Not dependent on local electrical power	Maintain at least two back-up analog phone lines for PC and phone (one line for critical command related communications and the other line for other contacts)	Ensure lines are available, and location is known	
<b>Non-electric telephone:</b>	Maintain at least two old fashion dial or pulse type (not tonal) phones to use with the analog lines.	Ensure lines are available, and location is known	
<b>Cellular Phones and Blackberries:</b> Unreliable in major disasters due to access congestion.	Text messaging will work, not voice.	On going phone battery maintenance will occur	To preserve battery life, staff will turn phones on, on the top of the hour for 15 min.
<b>Satellite Phones:</b> Most consistently reliable telephones in major catastrophic disasters. They are not affected by cellular traffic.	Trained staff are required for phone set-up and use, device can be challenging with location limitations and set up	On going phone battery maintenance will occur	To preserve battery life, staff will turn phones on, on the top of the hour for 15 min.
<b>Primary</b>	<b>Comments</b>	<b>Pre- Event</b>	<b>Event</b>
<b>E-mail services</b> State e-mail systems failed	"Hotmail" e-mail accounts	Obtain an exception to current policy 15.15 B.3. (h-j),	Give access to key staff
<b>WiFi</b> Remote access to e-mail, and systems	PDA can connect to the Internet when in proximity of an hot spot	Battery pack Locate Wi-Fi region or hot spot	
<b>Primary</b>	<b>Comments</b>	<b>Pre- Event</b>	<b>Event</b>
<b>Runners:</b> Runners are used when all other communication systems fail	Staff designated to provide delivery of messages, instructions, supplies, etc. to affected areas or staff		Check-in areas for staff; Designate vehicles in advance; runners are used when all other communication systems fail

## **STAFF COMMUNICATION AND NOTIFICATION**

### Essential staff notification

A determination of essential staff for emergency response, roles, and responsibilities has been identified, and is updated periodically. This includes after-hours personal contact information: name, address, home phone/cell. Notification via the Critical Response Team.

### All staff notification

Contact information is private and confidential and is only made available when deemed necessary and appropriate. The all staff after-hours list includes: name, area, home phone/cell and reporting facility and is available alphabetical or by area. When an emergency occurs after-hours this list and call tree will be accessed. FOSD staff is aware of their alternate reporting facility and will be instructed to do so at the time of the emergency and call tree notification system. Notification occurs by a pre-identified call up list, which is updated monthly. During regular scheduled working hours, staff are to remain at their station until directed otherwise to other locations deemed necessary by the incident commander.

### Emergency Notification (Pre-Incident Warning):

In a large scale disaster, local and national media may be a notification resource. The Washington State Emergency Management Division notifies the DSHS Emergency Management Coordinator for predicted emergencies, such as: severe storm, volcano, and tsunami, terrorist attack. The Coordinator notifies impacted facilities or programs. The Assistant Secretary for Children's Administration will coordinate with the DSHS Emergency Support Team (EST) for all communications during and after an emergency. The incident commander or identified individual will notify FOSD staff in the event of an emergency followed by specific directives.

The table below outlines the current Emergency Notification structure, (Phone Tree) for FOSD.

### Emergency Response

Communication with people designated as first responders (police, fire, and internal response teams) who can respond immediately and are trained and prepared to offer assistance in the areas needed.

911

- The most reliable system is your local 911. This allows the most direct and time efficient response by trained emergency personnel. This system is your first choice for emergencies with injuries, fire related, crime related, or major building or property damage, etc. Enhanced 911 systems are designed to automatically identify the physical location (at the phone location) of the caller and most counties have enhanced 911 systems. Individual phone systems in some facilities may not have this capability, and response will be to the site address.

Local Contact Information

<b>FOSD LOCAL CONTACT INFORMATION</b>			
<b>AGENCY</b>	<b>PHONE</b>	<b>ADDRESS</b>	<b>AREA OF SUPPORT</b>
<b>Local Fire Department EMERGENCY - 911</b>			
Station 64 East Olympia	(360) 754-0651	9530 Old Highway 99 SE Olympia, WA 98501-9623	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism, etc. <b>Service:</b> Fire, ambulance, injuries, trapped people
Station 61 East Olympia	(360) 491-5533	8047 Normandy St SE Olympia, WA 98501-9623	
Griffin Fire District No 13 Station No1	(360) 866-9000	4727 Gravelly Beach Rd NW Olympia, WA 98502-9242	
<b>Local Police/Sheriff Department EMERGENCY - 911</b>			
Olympia	(360) 753-8300		<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism,  <b>Services:</b> Fire, ambulance, injuries, trapped people
Police Departments After Hours Sheriff's Office Thurston County	(360) 786-5449		
<b>Local Ambulance Services EMERGENCY - 911</b>			
Olympic Ambulance	(360) 491-3200	4511 Lacey Blvd SE Lacey, WA 98503-5718	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism,  <b>Services:</b> Fire, ambulance, injuries, trapped people
AAAEMS- Air Ambulance Emergency Medical Services	800) 558-5387		
<b>Local Hospitals EMERGENCY - 911</b>			
Capital Medical Center	(360) 754-5858	3900 Capital Mall Drive SW	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism,  <b>Services:</b> Fire, ambulance, injuries, trapped people
Providence St Peter Hospital	(360) 491-9480	413 Lilly Rd NE	

## EMERGENCY PLANNING AND REPSONSE

### Recommended Staff Safety Skills:

- Know who on the floor is certified in First Aid and CPR.
- Learn how to use a fire extinguisher and know where it is located.

### Evacuation Planning Guidelines:

<b>During work hours: Evacuation Guidelines</b>	
Always	If time permits
Follow recommended posted evacuation routes. Do not take shortcuts; they may be blocked. Do not use elevators, take the stairs.	Gather your disaster supply kit
Meet at the pre-established meeting area in the event of an emergency.	Unplug electric objects Any personal items

### Basic Disaster Planning:

This is a recommendation and is not provided by the agency or division.

- Your kit should be in one container, and ready to "grab and go" in case you are evacuated from your workplace.
- Make sure you have food, water, and any other special items.
- Be sure to have comfortable walking shoes at your workplace in case an evacuation requires walking long distances.
- Disaster Supplies Kit Maintenance
  - Maintain your kit so they are safe to use when needed.
  - Change stored food and water supplies every six months, write the date you store it on all containers.
  - Re-think your needs every year and update your kit as your needs change.
  - Keep items in airtight plastic bags and put your entire disaster supplies kit in one or two easy-to-carry containers.

<b>If an Emergency Occurs after hours, Report to:</b>	
Primary Reporting Office:	
Alternate Reporting Office:	

## IT Disruption or Failure

After review of past catastrophic events, the most common issue is that most traditional communication methods such as cell phones, land line phones and computers are unusable. However, it is noted that a Blackberry and text messaging can work and should be utilized. Use whatever is available, radio, media, hand written notes, scanners, hand held two way, satellite phones, police radios, and runners.

## Identification and coordination of responding staff, emergency workers, and contractors for emergency support

The emergency response team and incident command structure has been identified and roles identified. For all other staff, when an incident occurs after work hours, each staff will report to the closest CA building and will assist the local office in meeting vital services unless directed otherwise. Incident command has a list of all FOSD staff, what area they are to report to, and will send communication or directions when necessary. A call tree system will be utilized as well, to determine who can come in, how they will get here, can they work from home, and what work spaces are safe.

## **RECOVERY**

### Restoration of Services

Service level will increase based on the severity of the event, and an increase in the availability of the workforce. FOSD has established training segments to increase the knowledge and understanding that it provided to the workforce on the road to restoration. Once vital services are addressed and continue, FOSD will re-establish and report to their designated position.

## **EMERGENCY EVACUATION PLANNING**

### Alternate Facility

- a. In the event that CA Headquarters requires an EOC, it will be located at the Office Building 2, 1115 Washington St. SE. Olympia Washington. If OB2 is not functioning, the alternate location will be determined as conditions dictate, and may include a temporary structure in the gravel parking lot at 14<sup>th</sup> and Jefferson, Olympia Washington.
- b. CA Executive staff will make the decision to relocate to the alternate facility. The EPRM will disseminate the information to department or section leaders. Agency staff will receive notice to report to the alternate facility via their individual department or section supervisor.
- c. When relocating, supervisory staff will bring their Go-Kits to the alternate facility.

## **EPRT EMERGENCY BINDER**

We have created EPRT Emergency Binders that includes this Emergency Management Plan, required forms, contact lists, and other references that would be useful in an emergency situation. Copies have been pre-positioned for use by the OSIC in the event of an emergency incident and are located with each member of the incident command team.

## **TESTING AND EXERCISE**

The Division's plan is based on best practice approach to test emergency continuity operation plans twice annually. This will include a written critique and evaluation utilized to make any necessary changes to improve emergency response readiness and effectiveness. FOSD will make any necessary revisions or updates as needed to this plan.

## **TRAINING**

### All Staff

- Staff will be trained as indicated by CA Management
- Existing staff will be trained on emergency response planning and their responsibilities as employees during an emergency or disaster event

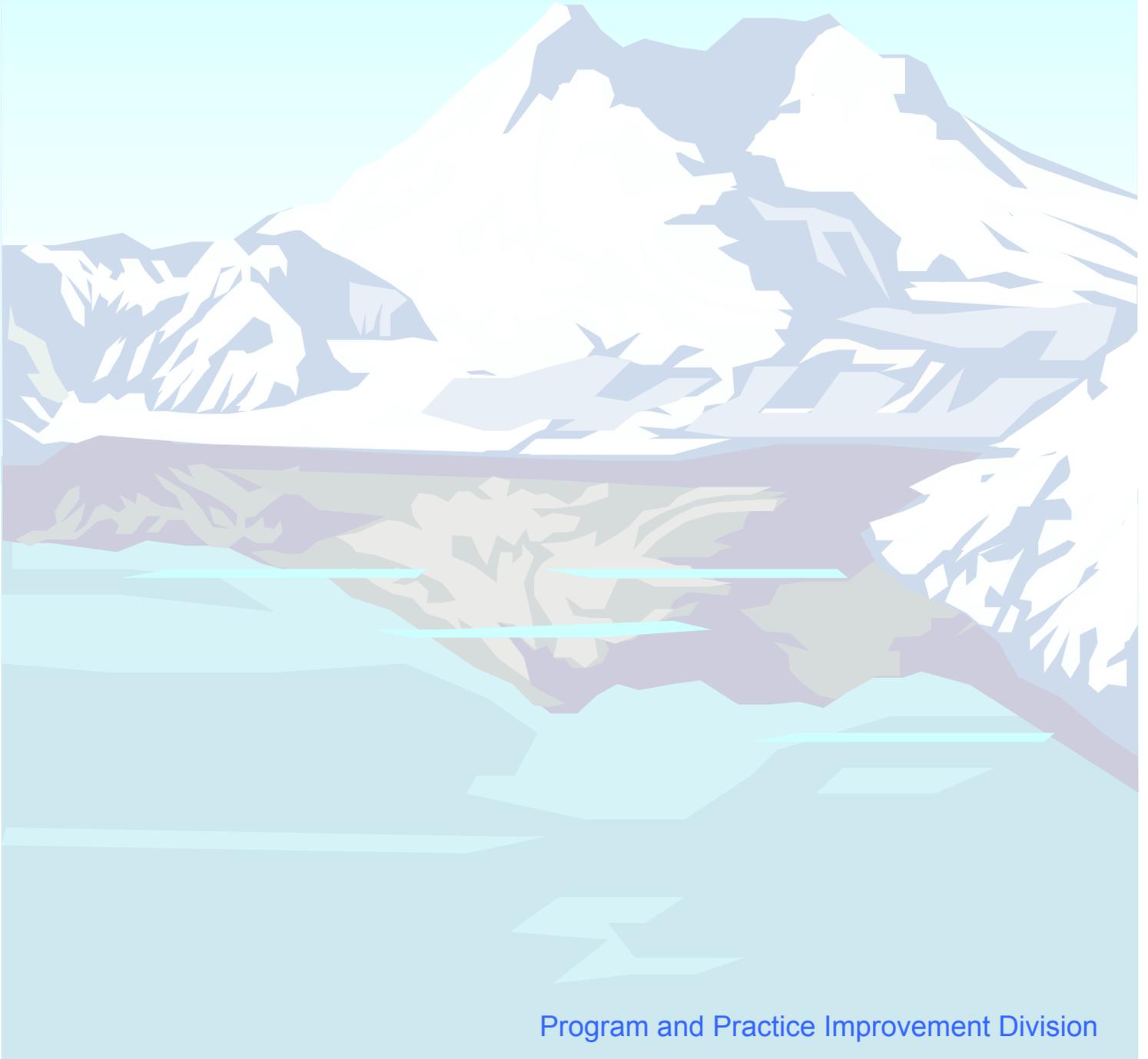
### Drills

- Exercises are tested the last Monday in May and August with in the FOSD division to address emergency evacuation
- Employees will participate in any and all fire drills, and emergency evacuation exercises on a regular basis.

### Emergency Response and Recovery Team Members and Management

- Will participate in initial FEMA training (IS-100 & IS-700)  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

# EMERGENCY PREPAREDNESS, RESPONSE, & RECOVERY PLAN



Program and Practice Improvement Division

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## Continuity of Operations Plan Overview

The Division of Program and Practice Improvement activates its continuity plan when directed either by the Division Director, CA Assistant Secretary, or designees, when normal operations of the Division, or agency sub units are disrupted and can no longer follow usual procedures. The Division response plan provides policy support to the agency and affected areas and to the well being of onsite Division staff during an emergency.

During an emergency event P&PI may be adversely impacted. The magnitude of such an event may require varying degrees of action. An emergency event could impact this division, the entire agency, and local field offices including surrounding communities. In an attempt to identify, prepare for, respond to, and recover from an emergency or disaster, this plan outlines P&PI's response framework. To ensure the agency can maintain its critical functions, this plan addresses operations, policy, and training to guide P&PI preparedness, response and recovery activities to support the local field offices. P&PI's plan will provide efficient planning to utilize all available resources during an emergency and to ensure the continuity of operations of the agency in times of an emergency or disaster.

The following Emergency Response Plan for the Program and Practice Improvement Division is based on assumptions of a disaster at varying degrees and is outlined as:

- A natural, technological or human-caused disaster or emergency , that would have varying degrees of impact on the agency, the division and its systemic operations
- Portions of, or the entire agency facility may be inhabitable, and would require use of an alternate facility
- Vital agency functions will need to be carried out regardless of the extent of damage or impact of the emergency
- If a widespread disaster occurred, employees may need to take the appropriate steps to ensure the safety and security of their families prior to returning to work, and from a division/agency view this could have a negative impact on staff workload and possible re-assignment to more vital functions
- Possible disruptions in utility services including electricity, gas, telecommunications, water and cable
- Providers, county and local governments, and other state agencies that the agency normally interacts with may also be responding to the emergency, and may be experiencing some disruption in their agency operations as well
- Normal responder support and resources will likely not be available during and immediately after an event as they may be both victims and responders as well and resources likely stretched well beyond capacity

## **DIVISION MANAGEMENT**

### **Activation**

- The Division of Program and Practice Improvement activates its Emergency Response Plan when ordered either by the Division Director, CA Assistant Secretary, or designees, when normal operations of the Division, or agency sub units are disrupted and can no longer follow usual procedures. The Division response plan provides policy to support the agency and affected areas and to the well being of onsite Division staff during an emergency.
- The Division will test the Emergency Response Plan twice annually, the last Monday in May and August. This will include a written critique and evaluation. Changes will be made if and when necessary.

### **Emergency Preparedness, Response and Recovery Team (EPRT)**

- P&PI has established an Emergency Preparedness, Response and Recovery Team (EPRT) for programs and identified vital services to provide direction to regional and field office staff regarding policy and training issues. P&PI has clearly identified a communication chain to notify and update P&PI staff in the event of an emergency. The worker safety committee has addressed worksite preparedness and emergency plans.

## Emergency Preparedness, Response and Recovery Team

**Program and Practice Improvement, OB 2, Children's Administration**

**Facility and Program Type:** (identify all that apply)

Residential (24 hr/7 day care)  Office  Warehouse or Shop  Staff access only  Staff and client access  Direct Client Interaction (in-person or by phone)  Other: (specify)

**Plan Type:** Check appropriate box to describe the purpose of this emergency plan.

**Worksite**  Facility Providing Residential Care  Office or facility (non-residential) 11 or more  
**Program**  Administration Vital Service Plans  
**Support Plan**  Specialized or Support Service Plans  
**Command Plan**  Headquarters or Regional command only

**Address:** 1115 WASHINGTON ST

**City:** Olympia

**County:** Thurston

**Region:**

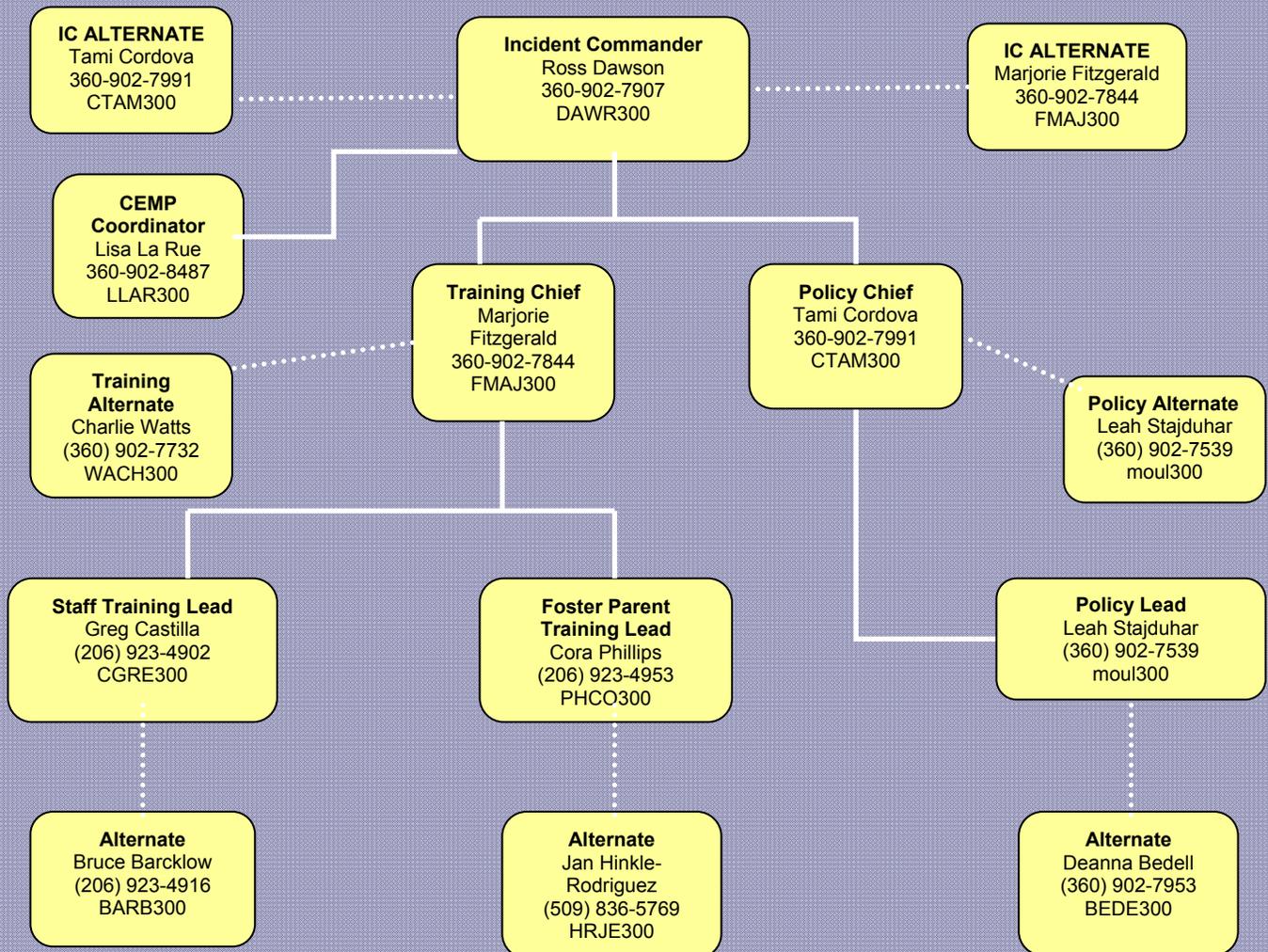
## **EMERGENCY PLANNING AND RESPONSE TEAM (EPRT)**

*Training in process, to be completed by 9-30-07*

Planning Team Role	Incident Response	Name/Position	Contact #	Training Completed* CPR/First Aid		
				IS 100	IS 700	Aid
Incident Commander	YES	Ross Dawson	Phone: 360-902-7909 Email: DAWR300	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alternate Incident Commander	YES	Tami Cordova Marjorie Fitzgerald	Phone: 360-902-7991 Email: CTAM300 Phone: 360-902-7844 Email: FMAJ300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency Manager/ Team Lead	Yes	Lisa La Rue	Phone: 360-902-8487 Email: llar300	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Training Chief	Yes	Marjorie Fitzgerald	Phone: 360-902-7844 Email: FMAJ300	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alternate Training Chief	Yes	Charlie Watts	Phone: (360) 902-7732 Email: WACH300	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Staff Training Lead	Yes	Greg Castilla	Phone: (206) 923-4902 Email: CGRE300	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alternate Staff Training Lead	Yes	Bruce Barcklow	Phone: (206) 923-4916 Email: BARB300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster Parent Training Lead	Yes	Cora Phillips	Phone: (206) 923-4953 Email: PHCO300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alternate Foster Parent Training Lead	Yes	Jen Hinkle-Rodriguez	Phone: (509) 836-5769 Email: HRJE300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy Chief	Yes	Tami Cordova	Phone: 360-902-7991 Email: CTAM300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alternate Policy Chief	Yes	Leah Stajduhar	Phone: (360) 902-7539 Email: moul300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy Lead	Yes	Leah Stajduhar	Phone: (360) 902-7539 Email: moul300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alternate Policy Lead	Yes	Deanna Bedell	Phone: (360) 902-7953 Email: BEDE300	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Incident Command System (ICS)

- The Incident Command Structure and responsibilities were developed and established based on P&PI's vital services and support to the regional and field offices. P&PI will provide guidance and support to regional and field offices regarding policies and training of new and existing staff to meet identified vital service requirements.



## **Levels of an Emergency and Relationship to Normal Functions**

What is an emergency?

“Any physical event that interferes with the Department’s ability to conduct critical transactions or provide time critical services.” It is important to know, understand and prepare for the three levels of an emergency.

There is a wide range of emergencies that might effect:

- Facilities
- Access to facilities
- Single area within a building or on a campus
- Computer access to data
- Staff

### **Level 1 Minor**

This is any serious situation that requires immediate actions, and is beyond the scope of day to day situations. This type of an emergency is considered minor in nature and can most likely be handled on the local level with notification and reporting to occur through normal channels.

- Estimated restoration time is one-shift to 24 hours
- Localized event to one building or campus
- Local response is adequate for reestablishing all systems
- Minor damage to hardware, software, electrical equipment or workspace areas
- Examples include: temporary power outages, or a small trash can fire

### **Level 2 Major**

This is a serious situation in which the disruption is anticipated to be more significant than a minor event, but is less than a catastrophic event. It may be considered a major emergency even if only one site has issues, or is part of a co-located facility.

- Estimate restoration time is 24 to 72 hours
- Multiple buildings/offices/facilities affected by an event
- Damage to buildings/offices/facilities is more than minor in nature
- Replacement of equipment or facilities may be required
- Examples include: a severe, prolonged storm affecting numerous sites. Significant fire causing temporary closure of the building, or a significant computer virus or telecommunication losses

### **Level 3 Catastrophic**

This is a catastrophic emergency in which disruption is anticipated to be in excess of 72 hours.

- Damage from a catastrophic emergency is severe
- May involve total destruction of a worksite
- Major replacement of equipment or restoration/renovation is required
- Staff are required to be relocated or not able to participate in normal activities
- Examples include: regional earthquake affecting transportation and communication, or a significant building fire.

## **Vital Services**

In the event of an emergency CA staffing levels may be unable to meet many CA policies and time sensitive requirements that are outlined in policy. However CA will continue to attempt to provide vital services (Child Welfare Services, Child Protective Services and Medically Fragile) to children and youth at a level commensurate with available resources and will work to increase service capacity as the recovery process progresses and resources are shifted to support the affected area(s). Prioritize protection of children from abuse and neglect and to maintain permanency in placements while attempting to provide vital services, priorities will be to:

1. Child Welfare Services - Continue availability of services for children under state care or supervision
2. Child Protective Services - Respond as appropriate to new child welfare cases
3. Medically Fragile Children

## **POLICIES ADVERSELY IMPACTED BY DISASTER**

CA has identified ten key policy areas that would be adversely affected by a level 2 or 3 emergency. CA will release practice directives to field offices with the recommended practice changes in the event of a level 2 or 3 emergency. In the event of a level 1 emergency there will be no recommended practice directives, or alterations to CA policy and practices.

Identified policies:

- Intake
- 24 hr. Emergent referrals and contact
- 72 hr. investigations and contact for non-emergent referrals
- CHET 30 day assessments
- 30 day visits for in dependency
- Visits with children in out of home placements
- Medical consent for treatment
- FP licensing requirements and timelines
- Medically Fragile children and youth
- Documentation

**PRE-IDENTIFIED RECOMMENDATIONS FOR POLICIES ADVERSELY  
IMPACTED BY DISASTER CROSSWALK- A practice directive will address the below**

Policy	Current Policy	Policy recommendations in the event of an Emergency	
Reference:	Summary	Level 2	Level 3
Intake time frames Chapter 2000	Intakes are taken 24 hours a day 7 days a week. (Local field offices and CI) Intake workers (and sups) have 4 hours to complete referrals that screen in for investigation. Emergent response referrals should have notifications going out within 1 hour.	Intake phone lines must be covered. Phone lines can either be covered within the office or forwarding the phone line to a location capable of receiving calls.	Intake phone lines must be covered. Phone lines can either be covered within the local office or forwarding the phone line to a location capable of receiving calls. If phone capabilities are not available work with local resources or agency to receive calls
24 hr. Emergent - face to face – investigations Chapter 2000	A face to face contact must be made with each victim identified in an emergent referral within 24 hours of CA receiving the referral. Face to face contact made by a social worker will be sufficient to determine safety of child and complete the Safety Assessment document. Investigative interview must be completed within 10 days	Face to face contact with child by social worker or a professional able to determine immediate safety needs of child. Contact with child within 24 hours of call.	Face to face contact with child by a professional able to determine immediate safety needs of child. Contact with child within 48 hours of call.
72 hr. Non – emergent investigation Chapter 2000	A face to face contact must be made with each victim identified in an emergent referral within 72 hours of CA receiving the referral. Face to face contact made by a social worker will be sufficient to determine safety of child and complete the Safety Assessment document. Investigative interview must be completed within 10 days.	Face to face contact with child by social worker or a professional able to determine immediate safety needs of child. Contact with child within 72 hours of call.	Face to face contact with child by a professional able to determine immediate safety needs of child. Contact with child within 5 days of call.
Safety Planning Chapter 2000, For reunification see <a href="#">chapter 4000: Child Welfare Services – section 43051</a>	When any question on the Safety Assessment has a response marked "indicated," the assigned social worker will also complete a Safety Plan.	The social worker or a professional must complete a Safety Plan whenever a safety assessment has a response marked	The social worker or a professional must complete a Safety Plan whenever a safety assessment has a response marked "indicated." The appropriate timeframe

<a href="#">Reasonable Efforts to Return Child Home</a>	<p>Safety Plans may also be completed on other cases as determined to be appropriate by the social worker and/or supervisor.) The Safety Plan may be completed by either direct entry into CAMIS or by completion of an NCR form.</p>	<p>“indicated.” The appropriate timeframe depends upon available resources for this level of emergency.</p>	<p>depends upon available resources for this level of emergency.</p>
<p>CHET – 30 day assessments Chapter 43092</p>	<p>The purpose is to assess the current well-being, and identify long-term needs, of children in CA’s care or custody. Well-being factors include physical health; development; social, family and community connections; education; and emotional/behavioral health within the first 30 days of care.</p>	<p>CHET screener will complete reports within 45 days.</p>	<p>CHET screener will complete reports within 65 days.</p>
<p>In – home dependency requirements Chapter 4420 and Trial home visit Chapter 43051A</p>	<p>Required face to face visit w/child in out-of-home care in the home where child resides monthly not to exceed 40 days.</p>	<p>Face to face contact with child by social worker or a professional able to determine safety needs of child; timeframe depends upon available resources for this level of emergency.</p>	<p>Face to face contact with child by social worker or a professional able to determine safety needs of child; timeframe depends upon available resources for this level of emergency. Telephone contact with child to assess safety in lieu of face to face contact.</p>
<p>Monthly Social Worker Visits with Children in Out of home care Chapter 4420</p>	<p>Required face to face visit w/Children 0-5 in out-of-home care with an unlicensed relative w/in first week of placement in the home where child resides monthly not to exceed 40 days.</p> <p>All other children in out-of-home care face to face every 90 days in the home where child resides.</p>	<p>Face to face contact with child by social worker or a professional able to determine safety needs of child; timeframe depends upon available resources for this level of emergency.</p>	<p>Face to face contact with child by social worker or a professional able to determine safety needs of child; timeframe depends upon available resources for this level of emergency. Telephone contact with child to assess safety in lieu of face to face contact.</p>
<p>Medical consent for treatment Chapter 45172 (14)</p>	<p>Social worker obtains consent for treatment from parent if available or through the court if</p>	<p>CA has the authority to consent to emergent and routine medical services on behalf of the child.</p>	<p>CA has the authority to consent to emergent and routine medical services on behalf of the child. In the</p>

	necessary.	In the event of an emergency when consent from a person qualified to represent the child is not readily available, consent to treatment is implied by law, however, the caregiver must notify the child's social worker or CA Intake as soon as possible. Although the social worker can authorize services, the child's parents should be notified as soon as possible.	event of an emergency when consent from a person qualified to represent the child is not readily available, consent to treatment is implied by law, however, the caregiver must notify the child's social worker or CA Intake as soon as possible. Although the social worker can authorize services, the child's parents should be notified as soon as possible.
Medically Fragile Chapter 2000	The social worker has a face-to-face visit at least every 90 days with the child. During those visits, assessment of the child's health and safety is the primary objective.	Telephone contact with child or caregiver by social worker or a professional able to determine immediate health concerns of the child.	Telephone contact with child or caregiver by a professional able to determine immediate health needs of child.
FP licensing requirements and time frames	Foster parents and other residential facilities are required to comply with all minimum licensing requirements as per RCW and WAC.	Staff will be available to assist foster parents and other residential facilities to remediate temporary deficiencies. Staff will be required to develop waivers or administrative approvals as needed.	
Documentation Chapter 15304	Staff will enter SER into CAMIS as soon as possible, not later than 30 days after the event.	During a level 2 or 3 emergency, it is highly unlikely that CA staff would have access to operational equipment such as a computer, or to specific computer programs that are utilized to document intake reports and records such as CAMIS/GUI. It is recommended that in those situations, when possible that a laptop be utilized by staff. If this is not available or other electronic equipment, then documentation will be hand written with accuracy and clarity. If there is limited access to computer equipment, all hand written documentation will be entered by a designated staff that will be responsible to transcribe and enter intake reports and social worker's hand written notes. Not only is it important to ensure the safety and well being of children and youth served by CA, it is equally important to document the status of cases and actions taken.	

## **Preventative Action Steps**

One of the key components in planning for disaster in Washington State is to be able to locate children and youth during and after a disaster. The following is a practice directive and is designed to meet the federal requirements and to be in the best interest of the families we serve. In order to locate and communicate with families and caregivers the following needs to be collected and documented for:

- Children and youth
- Caregivers
- Birthparents

### **Requirements for Children and Youth:**

Within one week of OPD, the assigned social worker will document and record during the initial visit:

- Picture of youth
- Height and weight

This information will be:

- Placed in an envelope in the front of the most current binder of the hard copy file
- Recorded into CAMIS in a SER
- This information and process will be updated and recorded every 6 months
- The picture will be scanned and saved to the regional or local share drive
  - Once a month, each office will be responsible to save the pictures on the regional or local share drive to a CD, which is placed in the office "go kit"

### **Requirements for Caregivers (licensed placements and relative placements):**

The assigned DLR social worker (licensed placements) or the assigned social worker (relative placements) will document and record during the initial licensing process/home visit:

- Caregiver name
- Address, current and emergency
- Phone, current and emergency

This information will be:

- Recorded in the Business Record in CAMIS (this will be available in CAMIS 1-08)

The assigned social worker will:

- Update and record this information every 6 months

### **Requirements for birth parents (will be available after FamLink implementation):**

The assigned social worker will document and record during the initial visit:

- Name
- Address, current and emergency
- Phone, current and emergency

This information will be:

- Recorded on the family face sheet
- Record in FAMLINK

The assigned social worker will:

- Update and record this information every 6 months

## TRAINING OVERVIEW

In addition to identifying 10 key policies, P&PI has developed training for existing, and new staff to meet the needs of the children and youth we serve in the event of a level 2 or 3 emergencies. Training for foster parents will be developed and will be implemented for new and existing foster parents as well. This training will enable staff to:

- Identify, locate, and continue available services for children under state care or supervision who are displaced or adversely affected by a disaster
- Respond as appropriate to new child welfare cases in areas adversely affected by a disaster, and provide service in those cases
- Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster
- Coordinate/share information with other states and intrastate agencies
- Provide in-home family services, when necessary and appropriate
- Protection of children from abuse and neglect
- Maintain permanency in placements
- Sustain mental health, substance abuse, and emotional/behavioral services

When possible, implementation will commence within 72 hours of the emergency event. The training is to be implemented by CA staff trainers who will be prepared with training packets and will mobilize, go to the field offices and provide on –site training. If CA trainers are unable to mobilize, regions will be responsible to train staff located in their area with training packets previously provided to them.

This training is 3.5 hours and covers the very basic roles/responsibilities that staff will need to know to complete vital services. It will provide information to complete: intake reports, interviews, provide services and documentation for children at risk of child abuse and neglect, and children in out of home placement.

## TRAINING CURRICULUM OUTLINE

Activity	Method	Materials	Time
Introductions and Overview	Who is in the room and update on emergency	Agenda	5 minutes
State requirements and basic guidelines	Current Washington State Policies/Emergency Recommendations Review of: <ul style="list-style-type: none"> <li>Policy statement, importance of vital services a-c</li> <li>Basic Guidelines for Staff</li> </ul>	<u>Handouts:</u> #1: Vital services statement, basic guidelines for Staff	10 minutes
Social Worker's Role and Responsibilities	Review: <ul style="list-style-type: none"> <li>Social Workers role/responsibilities</li> <li>Overview for all three tracks</li> </ul>	<u>Handouts:</u> Introduction to CA pg. 6	15 minutes
Investigative Risk Assessment	Review: <ul style="list-style-type: none"> <li>Introduction to Investigative Risk Assessment</li> <li>Assessing Risk Level Using the Practice Guide Risk Matrix</li> </ul>	<u>Handouts:</u> Investigative Risk Assessment Pg. 3, activity 1 Pg. 6, activity 3	30 minutes
Child Interviewing	Review: <ul style="list-style-type: none"> <li>Ground Rules</li> <li>Building rapport</li> <li>Trauma</li> <li>Importance of relative information/search and tribal</li> </ul>	<u>Handouts:</u> Child Interviewing Pg. 5, activity 5 Pg. 6, activity 6 Trauma handouts Relative Search Tree	30 minutes
Referral and Investigation	Review: Beginning an investigation Components of a child abuse investigation	<u>Handouts:</u> Pg. 3, activity 2 Pg. 4, activity 3	30 minutes
Overview of Risk Assessment	Review: Risk Assessment Tools Summary, Timeframes, Policy and Review	Handouts: Pg. 4, activity 2 Pg. 4, activity 3	30 minutes
Supporting Families	Review: <ul style="list-style-type: none"> <li>Assessing the Family's Characteristics and Needs</li> <li>Working with Children in Care</li> <li>Knowledge of Resources</li> <li>Essential aspects of providing services to children in foster care</li> </ul>	Handouts: Pg. 9, activity 4 Pg. 13, activity 5 Local resource guides	30 minutes
Documentation	Review: Elements of Good Documentation Handwritten notes	Handouts: Pg. 4, activity 3 Insert recommendations	10 minutes
Working with Care Providers	Review: Relative and Group Care Providers Trauma handouts Resource guides	Handouts: Pg. 3, activity 1	15 minutes

# **COMMUNICATION**

## **Emergency Communications (EC)**

The following communication requirements and considerations will assist in establishing and maintaining adequate internal and external communications during an emergency situation.

There are various communication needs when an emergency occurs, both internally, at the site of the incident, and across the division and agency.

Depending on the magnitude of the event, communication needs and methods will vary.

### **Assumptions**

- Loss of communication systems (telephone, cellular phones, pagers, email) will occur as a result of a disaster or emergency situation.
- 911 systems can be disabled due to a catastrophic community incident that results in line congestion, or loss of power, or telephone services.
- Alarm and other protection systems (security, fire, electronic door controls) may fail during a disaster. Systems can either fail open, or closed dependent on the system. Alternative plans for manual operation need to be identified.
- Telephone systems (switchboards, voice messaging, digital phone lines) will fail in a power outage if no back-up emergency generator supports them.
- Some back-up emergency power systems for telephone switches and computer systems are battery based and therefore may have limited support of only a few hours.
- In a large disaster, local and national media (radio, television, internet) may be a source of information both pre and post event but may broadcast unreliable information.

### **Emergency Go-Kits**

CA, P&PI will utilize Emergency Go-Kits to support the Division's response. When possible, data will be stored on a CD and updated on a bi-weekly basis. Upon evacuation, each department / section leader is to bring the Go-Kit to the alternate facility and make the necessary preparations and staff assignments to utilize the contents of the go-kits

The Go-Kits will contain:

- Contact information:
  - ⇒ Management, P&PI Staff, Regional, Local office
- Communication devices, with appropriate back up batteries:
  - ⇒ Lap top
  - ⇒ Black berry or cell phone

## Communication Strategies

### Distribution to staff and managing transmission traffic and channel designation

Primary	Comments	Pre- Event	Event
Analog phone lines: Not dependent on local electrical power	Maintain at least two back-up analog phone lines for PC and phone (one line for critical command related communications and the other line for other contacts)	Ensure lines are available, and location is known	
<b>Non-electric telephone:</b>	Maintain at least two old fashion dial or pulse type (not tonal) phones to use with the analog lines.	Ensure lines are available, and location is known	
<b>Cellular Phones and Blackberries:</b> Unreliable in major disasters due to access congestion.	Text messaging will work, not voice.	On going phone battery maintenance will occur	To preserve battery life, staff will turn phones on, on the top of the hour for 15 min.
<b>Satellite Phones:</b> Most consistently reliable telephones in major catastrophic disasters. They are not affected by cellular traffic.	Trained staff are required for phone set-up and use, device can be challenging with location limitations and set up	On going phone battery maintenance will occur	To preserve battery life, staff will turn phones on, on the top of the hour for 15 min.
Primary	Comments	Pre- Event	Event
<b>E-mail services</b> State e-mail systems failed	"Hotmail" e-mail accounts	Obtain an exception to current policy 15.15 B.3. (h-j),	Give access to key staff
<b>WiFi</b> Remote access to e-mail, and systems	PDA can connect to the Internet when in proximity of an hot spot	Battery pack Locate Wi-Fi region or hot spot	
Primary	Comments	Pre- Event	Event
<b>Runners:</b> Runners are used when all other communication systems fail	Staff designated to provide delivery of messages, instructions, supplies, etc. to affected areas or staff		Check-in areas for staff; Designate vehicles in advance; runners are used when all other communication systems fail

# STAFF COMMUNICATION AND NOTIFICATION

## Essential staff notification

A determination of essential staff for emergency response, roles, and responsibilities has been identified, and is updated on a monthly basis. This includes after-hours personal contact information: name, address, home phone/cell. Notification via the Critical Response Team.

## All staff notification

Contact information is private and confidential and is only made available when deemed necessary and appropriate. The all staff after-hours list includes: name, area, home phone/cell and reporting facility and is available alphabetical or by area. When an emergency occurs after-hours this list and call tree will be accessed. P&PI staff is aware of their alternate reporting facility and will be instructed to do so at the time of the emergency and call tree notification system. Notification occurs by a pre-identified call up list, which is updated monthly. During regular scheduled working hours, staff are to remain at their station until directed otherwise to other locations deemed necessary by the incident commander.

## Emergency Notification (Pre-Incident Warning):

In a large scale disaster, local and national media may be a notification resource. The Washington State Emergency Management Division notifies the DSHS Emergency Management Coordinator for predicted emergencies, such as: severe storm, volcano, and tsunami, terrorist attack. The Coordinator notifies impacted facilities or programs. The Assistant Secretary for Children's Administration will coordinate with the DSHS Emergency Support Team (EST) for all communications during and after an emergency. The incident commander or identified individual will notify P&PI staff in the event of an emergency followed by specific directives.

## Emergency Response

Communication with people designated as first responders (police, fire, and internal response teams) who can respond immediately and are trained and prepared to offer assistance in the areas needed.

911

- The most reliable system is your local 911. This allows the most direct and time efficient response by trained emergency personnel. This system is your first choice for emergencies with injuries, fire related, crime related, or major building or property damage, etc. Enhanced 911 systems are designed to automatically identify the physical location (at the phone location) of the caller and most counties have enhanced 911 systems. Individual phone systems in some facilities may not have this capability, and response will be to the site address.

### Alternate Communication Methods

- Although reliable, 911 systems can be disabled due to a catastrophic community incident causing line congestion, loss of telephone services, blocked roads, reduced emergency personnel, etc. Back-up systems to consider are:
  - ⇒ Staff should be prepared to survive in place with no external emergency responders. Specific staff have been trained and are available on site that can provide basic first aid, CPR and initial limited care.

**P&PI LOCAL CONTACT INFORMATION**

<b>AGENCY</b>	<b>PHONE</b>	<b>ADDRESS</b>	<b>AREA OF SUPPORT</b>
<b>Local Fire Department EMERGENCY - 911</b>			
Station 64 East Olympia	(360) 754-0651	9530 Old Highway 99 SE Olympia, WA 98501-9623	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism, etc. <b>Service:</b> Fire, ambulance, injuries, trapped people
Station 61 East Olympia	(360) 491-5533	8047 Normandy St SE Olympia, WA 98501-9623	
Griffin Fire District No 13 Station No1	(360) 866-9000	4727 Gravelly Beach Rd NW Olympia, WA 98502-9242	
<b>Local Police/Sheriff Department EMERGENCY - 911</b>			
Olympia	(360) 753-8300		<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism,  <b>Services:</b> Fire, ambulance, injuries, trapped people
Police Departments After Hours Sheriff's Office Thurston County	(360) 786-5449		
<b>Local Ambulance Services EMERGENCY - 911</b>			
Olympic Ambulance	(360) 491-3200	4511 Lacey Blvd SE Lacey, WA 98503-5718	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism,  <b>Services:</b> Fire, ambulance, injuries, trapped people
AAAEMS- Air Ambulance Emergency Medical Services	800) 558-5387		
<b>Local Hospitals EMERGENCY - 911</b>			
Capital Medical Center	(360) 754-5858	3900 Capital Mall Drive SW	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism,  <b>Services:</b> Fire, ambulance, injuries, trapped people
Providence St Peter Hospital	(360) 491-9480	413 Lilly Rd NE	

## EMERGENCY PLANNING AND REPSONSE

### Recommended Safety Skills:

- Know who on the floor is certified in First Aid and CPR.
- Learn how to use a fire extinguisher and know where it is located.

<b>During work hours: Evacuation Guidelines</b>	
Always	If time permits
Follow recommended posted evacuation routes. Do not take shortcuts; they may be blocked. Do not use elevators, take the stairs.	Gather your disaster supply kit
Meet at the pre-established meeting area in the event of an emergency.	Unplug electric objects Any personal items

### Recommended Basic Disaster Supplies for Work:

This is a recommendation and is not provided by the agency or division.

- Your kit should be in one container, and ready to "grab and go" in case you are evacuated from your workplace.
- Make sure you have food, water, and any other special items.
- Be sure to have comfortable walking shoes at your workplace in case an evacuation requires walking long distances.
- Disaster Supplies Kit Maintenance
  - Maintain your kit so they are safe to use when needed.
  - Change stored food and water supplies every six months, write the date you store it on all containers.
  - Re-think your needs every year and update your kit as your needs change.
  - Keep items in airtight plastic bags and put your entire disaster supplies kit in one or two easy-to-carry containers.

## **IT Disruption or Failure**

After review of past catastrophic events, the most common issue is that most traditional communication methods such as cell phones, land line phones and computers are unusable. However, it is noted that a Blackberry and text messaging can work and should be utilized. Use whatever is available, radio, media, hand written notes, scanners, hand held two way, satellite phones, police radios, and runners.

## **Identification and coordination of responding staff, emergency workers, and contractors for emergency support**

The emergency response team and incident command structure has been identified and roles identified. For all other staff, when an incident occurs after work hours, each staff will report to the closest CA building and will assist the local office in meeting vital services unless directed otherwise. Incident command has a list of all P&PI staff, what area they are to report to, and will send communication or directions when necessary. A call tree system will be utilized as well, to determine who can come in, how they will get here, can they work from home, and what work spaces are safe.

## **RECOVERY**

### **Restoration of Services**

Service level will increase based on the severity of the event, and an increase in the availability of the workforce. P&PI has established training segments to increase the knowledge and understanding that it provided to the workforce on the road to restoration. Once vital services are addressed and continue, P&PI will re-establish and report to their designated position.

## **EMERGENCY EVACUATION PLANNING**

### Alternate Facility

1. In the event that CA Headquarters requires an EOC, it will be located at the Office Building 2, 1115 Washington St. SE. Olympia Washington. If OB2 is not functioning, the alternate location will be determined as conditions dictate, and may include a temporary structure in the gravel parking lot at 14<sup>th</sup> and Jefferson, Olympia Washington.
2. CA Executive staff will make the decision to relocate to the alternate facility. The EPRM will disseminate the information to department or section leaders. Agency staff will receive notice to report to the alternate facility via their individual department or section supervisor.
3. When relocating, supervisory staff will bring their Go-Kits to the alternate facility.

## PLAN MAINTENANCE

The Division's plan is based on best practice approach to test emergency continuity operation plans twice annually. This will include a written critique and evaluation utilized to make any necessary changes to improve emergency response readiness and effectiveness. P&PI will make any necessary revisions or updates as needed to this plan.

## TRAINING

### P&PI Staff

- Staff will be trained on emergency response planning and their responsibilities as employees during an emergency or disaster event

### Drills

- Exercises will be on an annual basis.
- Employees will participate in any and all fire drills, and emergency evacuation exercises on a regular basis.

### Emergency Response and Recovery Team Members and Management

- Will participate in initial FEMA training (IS-100 & IS-700)  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

# EMERGENCY PREPAREDNESS, RESPONSE & RECOVERY PLAN

Division of Field Operations



Please Note: This document contains confidential personal information and is not for general distribution.

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# **CONTINUITY OF OPERATIONS**

## **Field Operations Overview**

Field Operations (FO) activates its continuity plan when directed either by the Director of Field Operations, CA Assistant Secretary, or designees, when normal operations of the Division or agency sub-units are disrupted and can no longer follow usual procedures. The Division response plan provides operational support to the field and affected areas and to the well being of onsite Division staff during an emergency.

During an emergency event Field Operations may be adversely impacted. The magnitude of such an event may require varying degrees of action. An emergency event could impact this Division, the entire agency, and local field offices as well as surrounding communities. In an attempt to identify, prepare for, respond to, and recover from an emergency or disaster, this plan outlines Field Operations' response framework. To ensure the agency can maintain its critical functions, this plan addresses operations, policy, and training to guide FO's preparedness, response and recovery activities to support the local field offices. Field Operations' plan will provide efficient preparation to utilize all available resources during an emergency and to ensure the continuity of operations of the agency in times of an emergency or disaster.

The following Emergency Response Plan for FO is based on assumptions of a disaster at varying degrees and is outlined as:

- A natural, technological or human-caused disaster or emergency which would have varying degrees of impact on the agency, the Division and its systemic operations.
- Portions of, or the entire agency facility may be inhabitable, and would require use of an alternate facility.
- Vital agency functions will need to be carried out regardless of the extent of damage or impact of the emergency.
- If a widespread disaster occurred, employees may need to take the appropriate steps to ensure the safety and security of their families prior to returning to work, and from a Division/agency view this could have a negative impact on staff workload and possible re-assignment to more vital functions.
- Possible disruptions in utility services including electricity, gas, telecommunications, water and cable.
- Providers, county and local governments, and other state agencies that FO normally interacts with may also be responding to the emergency, and may be experiencing some disruption in their agency operations as well.
- Normal responder support and resources will likely not be available during and immediately after an event as they may be both victims and responders as well and resources likely stretched well beyond capacity

# DIVISION MANAGEMENT

## Activation

- The Division of Field Operations activates its Emergency Response Plan when ordered either by the Division Director, CA Assistant Secretary, or designees, when normal operations of the Division or agency sub units are disrupted and can no longer follow usual procedures. The FO response plan provides operational support to the agency and affected areas and to the well being of onsite Division staff during an emergency.
- The Division will test the Emergency Response Plan once annually, the last Monday in March. This will include a written critique and evaluation. Changes will be made if and when necessary.

## Emergency Planning and Response Team (EPRT)

- Field Operations has established an Emergency Preparedness, Response and Recovery Team (EPRT) for programs and identified vital services to provide direction to regional and field office staff regarding operation.
- Field Operations has clearly identified a communication chain to notify and update FO staff in the event of an emergency. The worker safety committees in regions and local offices have addressed worksite preparedness and emergency plans.

## Emergency Response and Recovery Team Members and Management

- Will participate in initial FEMA training (IS-100 & IS-700)  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

## D. EMERGENCY PLANNING AND RESPONSE TEAM (EPRT)

FACILITY, WORKSITE, OR PROGRAM			
<b>Field Operations, OB 2</b>	<b>Children's Administration</b>		
<b>Facility and Program Type:</b> (identify all that apply) <input type="checkbox"/> Residential (24 hr/7 day care) <input checked="" type="checkbox"/> Office <input type="checkbox"/> Warehouse or Shop <input type="checkbox"/> Staff access only <input checked="" type="checkbox"/> Staff and client access <input checked="" type="checkbox"/> Direct Client Interaction (in-person or by phone) <input type="checkbox"/> Other: (specify)			
<b>Plan Type:</b> Check appropriate box to describe the purpose of this emergency plan.  <b>Worksite</b> <input type="checkbox"/> Facility Providing Residential Care <input type="checkbox"/> Office or facility (non-residential) with 11 or more staff <b>Program</b> <input checked="" type="checkbox"/> Administration Vital Service Plans <b>Support Plan</b> <input type="checkbox"/> Specialized or Support Service Plans <b>Command Plan</b> <input type="checkbox"/> Headquarters or Regional command only			
<b>Address:</b> 1115 WASHINGTON ST	<b>City:</b> Olympia	<b>County:</b> Thurston	<b>Region:</b> 7

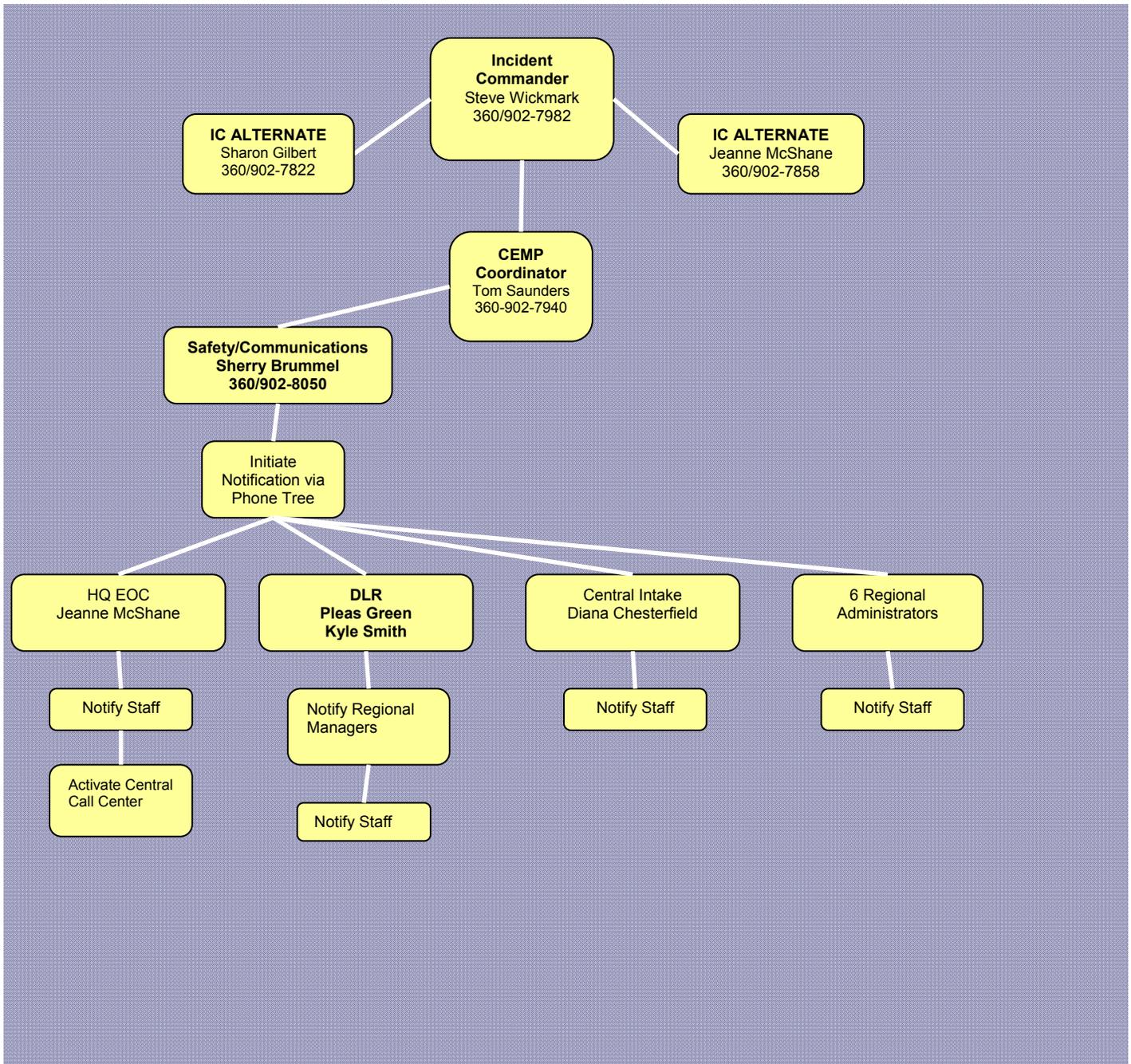
### PLANNING AND RESPONSE TEAM MEMBERS

Planning Team Role	Incident Response Role? (yes/no)	Name/Position	Contact Number	Training Completed*		
				IS 100	IS 700	CPR/F
*Incident Commander	YES	Steve Wickmark	Phone: 360/902-7982 Email: WCKM300@dshs.wa.gov	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Alternate Incident Commander	YES	Sharon Gilbert	Phone: 360/902-7822 Email: GISH300@dshs.wa.gov	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Alternate Incident Commander	YES	Jeanne McShane	Phone: 360/902-7858 Email: JMCS@dshs.wa.gov	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Emergency Manager	YES	Tom Saunders	Phone: 360/902-7967 Email: Saut300@dshs.wa.gov	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Communications/Safety/ Planning Lead	YES	Sherry Brummel	Phone: 360/902-8050 Email: BRUS300@dshs.wa.gov	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Central Intake	YES	Diana Chesterfield	Phone: 206/341-7378 Email: CHDI300@dshs.wa.gov	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Incident Command System (ICS)

- The Incident Command Structure and responsibilities were developed and established based on Field Operation's vital services and support to the regional and field offices. Field Operations will provide guidance and support to regional and field offices regarding client contact, foster parent contact, staff contact, community responders, emergency call centers, and interstate compact to meet identified vital service requirements.

### Field Operations Division Incident Command System



# **LEVELS OF AN EMERGENCY AND RELATIONSHIP TO NORMAL FUNCTIONS**

What is an emergency?

“Any physical event that interferes with the Department’s ability to conduct critical transactions or provide time-critical services.” It is important to know, understand and prepare for the three levels of an emergency.

There is a wide range of emergencies that might affect:

- Facilities
- Access to facilities
- Single area within a building or on a campus
- Computer access to data
- Staff

## **Level 1 Minor**

This is any serious situation that requires immediate actions, and is beyond the scope of day to day situations. This type of an emergency is considered minor in nature and can most likely be handled on the local level with notification and reporting to occur through normal channels.

- Estimated restoration time is one-shift to 24 hours
- Localized event to one building or campus
- Local response is adequate for reestablishing all systems
- Minor damage to hardware, software, electrical equipment or workspace areas
- Examples include: temporary power outages, or a small trash can fire

## **Level 2 Major**

This is a serious situation in which the disruption is anticipated to be more significant than a minor event, but is less than a catastrophic event. It may be considered a major emergency even if only one site has issues, or is part of a co-located facility.

- Estimate restoration time is 24 to 72 hours
- Multiple buildings/offices/facilities affected by an event
- Damage to buildings/offices/facilities is more than minor in nature
- Replacement of equipment or facilities may be required
- Examples include: a severe, prolonged storm affecting numerous sites. Significant fire causing temporary closure of the building, or a significant computer virus or telecommunication losses

### **Level 3 Catastrophic**

This is a catastrophic emergency in which disruption is anticipated to be in excess of 72 hours.

- Damage from a catastrophic emergency is severe
- May involve total destruction of a worksite
- Major replacement of equipment or restoration/renovation is required
- Staff are required to be relocated or not able to participate in normal activities
- Examples include: regional earthquake, storm or flood affecting transportation and communication, or a significant building fire.

## **POLICY OVERVIEW**

### **Vital Services**

In the event of an emergency CA staffing levels may be unable to meet many CA policies and time sensitive requirements that are outlined in policy. However CA will continue to attempt to provide vital services to children and youth at a level commensurate with available resources and will work to increase service capacity as the recovery process progresses and resources are shifted to support the affected area(s). Priorities will be:

- a. Protection of children from abuse and neglect and maintaining permanency in placements
- b. Continue availability of services for children under state care or supervision
- c. Respond as appropriate to new child welfare cases
- d. Support emergency licensing, current placement resources

### **Policies Adversely Impacted by Disaster**

CA has identified ten key policy areas that would be adversely affected by a level 2 or 3 emergency. In the event of a level 1 emergency there will be no recommended policy changes, or alterations to CA policy and practices.

Identified policies:

- Intake
- 24 hr. Emergent referrals and contact
- 72 hr. investigations and contact for non-emergent referrals
- CHET 30 day assessments
- 30 day visits for children in dependency status
- Visits with children in out of home placements
- Medical consent for treatment
- FP licensing requirements and timelines
- Medically Fragile children and youth
- Documentation

Practice directives for nine of the above policies can be found in the Program & Practice Improvement program plan. Field Operations develops policy and WACs regarding minimum licensing requirements. The practice directive for Foster Parent Licensing is:

Topic	Current Policy	Policy Recommendations in Event of Emergency
FP licensing requirements and time frames	Foster parents and other residential facilities are required to comply with all minimum licensing requirements as per RCW and WAC	Staff will be available to assist foster parents and other residential facilities to remediate temporary deficiencies. Staff will be required to develop waivers or administrative approvals as needed

### Preventative Action Steps

In an effort to keep kids safe and to be able to locate youth with ease Field Operations has identified preventive action steps.

Actions that need to be initially gathered then updated and completed every 6 months for current caregivers:

- List of name, current address, telephone (home, cell, work), e-mail for all placement resources (foster homes, relatives, adoptive and residential providers) as applicable. Emergency contact phone numbers for foster parents and relative caregivers will be gathered when required (see Program & Practice Improvement plan, Requirements for Caregivers).

Actions that need to be initially gathered then updated and completed every 12 months:

- Correspondence to all private child-placing agencies, with updated list of contact numbers in case of an emergency.

In preparation for a disaster, field staff will have access to client data, including contact information for foster parents and relative caregivers, through CAMIS/FamLink reports distributed through central file servers, websites, CD, and/or hard copy.

## **COMMUNICATION**

### **Emergency Communications (EC)**

There are various communication needs when an emergency occurs, both internally, at the site of the incident, and across the Division and agency. Depending on the magnitude of the event, communication needs and methods will vary. The following communication requirements and considerations will assist in establishing and maintaining adequate internal and external communications during an emergency situation.

Regular emergency updates as to facilities, capacity, well being of staff and clients should occur in both directions, field office to region, region to HQ, HQ to region and region to field office.

#### **Assumptions**

- Loss of communication systems (telephone, cellular phones, pagers, email) will occur as a result of a disaster or emergency situation.
- 911 systems can be disabled due to a catastrophic community incident that results in line congestion, or loss of power, or telephone services.
- Alarm and other protection systems (security, fire, electronic door controls) may fail during a disaster. Systems can either fail open, or closed dependent on the system. Alternative plans for manual operation need to be identified.
- Telephone systems (switchboards, voice messaging, digital phone lines) will fail in a power outage if no back-up emergency generator supports them.
- Some back-up emergency power systems for telephone switches and computer systems are battery based and therefore may have limited support of only a few hours.
- In a large disaster, local and national media (radio, television, internet) may be a source of information both pre and post event but may broadcast unreliable information.

Communication with people designated as first responders (police, fire, and internal response teams) who can respond immediately and are trained and prepared to offer assistance in the areas needed.

#### **911**

The most reliable system is your local 911. This allows the most direct and time efficient response by trained emergency personnel. This system is your first choice for emergencies with injuries, fire related, crime related, or major building or property damage, etc. Enhanced 911 systems are designed to automatically identify the physical location (at the phone location) of the caller and most counties have enhanced 911 systems. Individual phone systems in some facilities may not have this capability, and response will be to the site address.

#### **Alternate Communication Methods**

Although reliable, 911 systems can be disabled due to a catastrophic community incident causing line congestion, loss of telephone services, blocked roads, reduced emergency personnel, etc. Back-up systems to consider are: Staff should be prepared to survive in place with no external emergency responders. Specific staff have been trained and are available on site that can provide basic first aid, CPR and initial limited care.

## Communication with Licensed Foster Homes and Contracted Providers

Ensure that the necessary protocols are in place to communicate with foster homes and contracted providers, in preparation for an emergency event. This should include regionally identified liaisons that are included in the list of key individuals for emergency operations centers. Likewise, the Division Director, or designee, will insure minimum licensing and WAC (Washington Administrative code) requirements for foster homes, staffed residential homes/facilities include requirements for emergency preparedness planning and provision.

Communication Strategies			
Distribution to staff and managing transmission traffic and channel designation			
Primary	Comments	Pre- Event	Event
Analog phone lines: Not dependent on local electrical power	Maintain at least two back-up analog phone lines for PC and phone (one line for critical command related communications and the other line for other contacts)	Ensure lines are available, and location is known	
Non-electric telephone:	Maintain at least two old fashion dial or pulse type (not tonal) phones to use with the analog lines.	Ensure lines are available, and location is known	
Cellular Phones and Blackberries: Unreliable in major disasters due to access congestion.	Text messaging will work, not voice.	On going phone battery maintenance will occur	To preserve battery life, staff will turn phones on, on the top of the hour for 15 min.
Satellite Phones: Most consistently reliable telephones in major catastrophic disasters. They are not affected by cellular traffic.	Trained staff are required for phone set-up and use, device can be challenging with location limitations and set up	On going phone battery maintenance will occur	To preserve battery life, staff will turn phones on, on the top of the hour for 15 min.
Primary	Comments	Pre- Event	Event
E-mail services State e-mail systems failed	"Hotmail" e-mail accounts	Obtain an exception to current policy 15.15 B.3. (h-j),	Give access to key staff
WiFi Remote access to e-mail, and systems : (	PDA can connect to the Internet when in proximity of an hot spot	Battery pack Locate Wi-Fi region or hot spot	
Primary	Comments	Pre- Event	Event
Runners: Runners are used when all other communication systems fail	Staff designated to provide delivery of messages, instructions, supplies, etc. to affected areas or staff		Check-in areas for staff; Designate vehicles in advance; runners are used when all other communication systems fail

## **Emergency Go-Kits**

CA, Field Operations will utilize Emergency Go-Kits to support the Division's response. When possible, data will be stored on a CD and updated regularly. Upon evacuation, each department / section leader is to bring the Go-Kit to the alternate facility and make the necessary preparations and staff assignments to utilize the contents of the Go-Kits. The Go-Kits will contain:

- Contact information for staff: Management, Field Operations, Regional and Local Office
- Communication devices, with appropriate back up batteries: lap top, blackberry or cell phone, pager

## **STAFF COMMUNICATION AND NOTIFICATION**

### **Essential Staff Notification**

A determination of essential staff for emergency response, roles, and responsibilities has been identified, and is updated on a monthly basis. This includes after-hours personal contact information: name, address, home phone/cell. Notification via the Critical Response Team.

### **All Staff Notification**

Contact information is private and confidential and is only made available when deemed necessary and appropriate. The all staff after-hours list includes: name, area, home phone/cell and reporting facility and is available alphabetical or by area. When an emergency occurs after-hours this list and call tree will be accessed. Field Operations staff are aware of their alternate reporting facility and will be instructed to do so at the time of the emergency and call tree notification system. Notification occurs by a pre-identified call up list, which is updated monthly. During regular scheduled working hours, staff are to remain at their station until directed otherwise to other locations deemed necessary by the incident commander.

### **Emergency Notification (Pre-Incident Warning):**

In a large scale disaster, local and national media may be a notification resource. The Washington State Emergency Management Division notifies the DSHS Emergency Management Coordinator for predicted emergencies, such as: severe storm, volcano, and tsunami, terrorist attack. The Coordinator notifies impacted facilities or programs. The Assistant Secretary for Children's Administration will coordinate with the DSHS Emergency Support Team (EST) for all communications during and after an emergency. The incident commander or identified individual will notify Field Operations staff in the event of an emergency followed by specific directives.

<b>Field Operations Local Contact Information</b>			
<b>AGENCY</b>	<b>PHONE</b>	<b>ADDRESS</b>	<b>AREA OF SUPPORT</b>
<b>Local Fire Department EMERGENCY - 911</b>			
Station 64 East Olympia	(360) 754-0651	9530 Old Highway 99 SE Olympia, WA 98501-9623	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism, etc. <b>Service:</b> Fire, ambulance, injuries, trapped people
Station 61 East Olympia	(360) 491-5533	8047 Normandy St SE Olympia, WA 98501-9623	
Griffin Fire District No 13 Station No1	(360) 866-9000	4727 Gravelly Beach Rd NW Olympia, WA 98502-9242	
<b>Local Police/Sheriff Department EMERGENCY - 911</b>			
Olympia	(360) 753-8300	900 Plum SE Olympia , WA	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism,  <b>Services:</b> Fire, ambulance, injuries, trapped people
Police Departments After Hours Sheriff's Office Thurston County	(360) 786-5449	2000 Lakeridge Drive SW Olympia, WA	
<b>Local Ambulance Services EMERGENCY - 911</b>			
Olympic Ambulance	(360) 491-3200	4511 Lacey Blvd SE Lacey, WA 98503-5718	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism,  <b>Services:</b> Fire, ambulance, injuries, trapped people
AAAEMS- Air Ambulance Emergency Medical Services	800) 558-5387		
<b>Local Hospitals EMERGENCY - 911</b>			
Capital Medical Center	(360) 754-5858	3900 Capital Mall Drive SW Olympia, WA	<b>Disaster/Emergency:</b> Fire, Earthquake, Terrorism,  <b>Services:</b> Fire, ambulance, injuries, trapped people
Providence St Peter Hospital	(360) 491-9480	413 Lilly Rd NE, Olympia, WA	

# EMERGENCY RESPONSE

## Intake and Call Center Procedures

### Central Intake Functions (Minor & Major)

Central Intake After Hours (CIAH) social workers that cannot get to their “home office” (Central Intake, King street building) because of inclement weather or minor disaster will call a central message information line in order to obtain updated information regarding the emergency plan in effect and where they are to be deployed.

*Example of Message Line: You have reached the King Street Building’s Central Intake After Hours Seattle office information line updated at 4:40 p.m. on Thursday August 16, 2007. Any changes to the work schedule and location due to weather or special circumstances will be posted to this line as needed. An emergency plan is not currently activated. Thank you for calling.*

If the message line has been activated for inclement weather, the message will say: *You have reached the King Street Building’s Central Intake After Hours Seattle office information line updated at 4:40 p.m. on Thursday August 16, 2007. An inclement weather emergency plan is currently activated. Employees who are unable to report to the CI AH office are to report to their designated inclement weather station. After arrival please report in to the duty supervisor by dialing, (206) 341-7377.*

Once the Central Intake Area Administrator or designee determines that the situation is too dangerous for CIAH social workers to commute to work from a particular region, the Central Intake Area Administrator will first attempt to find coverage for staff who are unable to come in. If it is determined that minimal staffing levels cannot be maintained due to inclement weather or minor disaster, the Office Chief for Central Services will contact the Area Administrator in the local office to inform them that a CIAH social worker (s) will be coming into their local out station office and will need access to the building.

Minimum staffing levels are deemed to be:

- Eight intake specialists Monday through Friday swing shift
- Four intake specialists for weekend day and swing
- Five intake specialists for Friday and Saturday swing shifts
- One intake specialist for graveyard shift.

The Central Intake Area Administrator or designee will inform the alternate office that staff are being deployed to their office, including the names of staff who will be in their office and for how long. Once the CIAH social workers can return to the CI office building, the Central Intake Area Administrator will call the office Area Administrator to inform them the office is clear so they may secure the building.

Pre-identified designated field offices can house a minimum of two or more CI employees. Work stations will be assigned in a pre-designated work area and worker profiles will be set up for efficient access to folders and documents on the network. Employees will report the number where they can be located to CIAH, and calls will be patched through accordingly.

One worker or supervisor will be identified to act as the lead in order to maintain calls, employee whereabouts, security, and so forth. The supervisor will be identified on the message line.

Each employee will have a current staff phone roster available. If employees are “sheltering in place” at the Central Intake office, air beds, fleece blankets, cooking materials, food and water are available.

Central Intake is a 24/7 operation, which involves the handling of all CA intake calls in accordance with RCW 26.44. In the event the building must be evacuated for short term the following procedures in regard to the phones will take place:

- The Duty Supervisor will ensure the phones are re-routed through World Class Communications for short-term issues, such as a fire drill or bomb threat. Short-term is defined as anything less than four hours. Re-routing the phones is accomplished by dialing into the Disaster Hunt Group through two locations, duty sup office 7377 and the NCIC Access Unit supervisor’s desk at 7349. For immediate access, one office is located on each end of the floor.
- Underneath the phone will be index card instructions which state the following:  
*Pick up the phone at the duty station 7377 and dial \*560787377 or  
Station 7349 and dial \*560787380  
A light will come on your button “d”  
**Leave the building***

When you return to the building, go to back to the **same** station 7377 or 7349  
Pick up the phone and dial \*5778  
The light on button “d” will go out and then test the system by calling our 1800-562-5624.

- Staff will be deployed to pre-designated buildings for longer-term outages.
- Notify the on call manager and the building owner, Representative: Jacob Connell, office number (425) 453-7534, cellular, (206) or (425) 401-9634. Owner, Darryl Connell, home # (425) 641-8624.

In cases of minor to major disaster and evacuation the central information line will be updated accordingly. Example: You have reached the King Street Building’s Central Intake After Hours Seattle office information line updated at 4:40 p.m. on Thursday August 16, 2007. An emergency plan is currently activated. The King Street CI AH building is not accessible due to (emergency event). Employees are to report to their designated emergency plan alternate work station. After arrival employees are to call 1800-562-5624 to report in.

### **Catastrophic Disasters**

In preparation for certain Level 2 (major) and all Level 3 (catastrophic) emergency events, Children’s Administration has identified methods to continue the delivery of vital services and procedures to redeploy staff affected by the emergency event.

If a catastrophic disaster affects significant areas in Washington, CA employees’ individual safety and the safety of their families are of primary concern and are the initial focus of that

employee. Central Intake staff and regional and local office staff will be deployed as needed to staff pre-identified emergency call centers.

Whenever possible, employees will be deployed to an alternate office that is within their realm of natural supports or may travel to the nearest available functioning emergency call center.

A Reconnecting Families hotline, 1-866-940-DSHS (3747), was created for displaced caregivers so they know how to reach the agency if they are unable to contact their social workers or licensors. This enables the Children's Administration to track where children under the care and supervision of the State of Washington are located and to provide necessary supports and services.

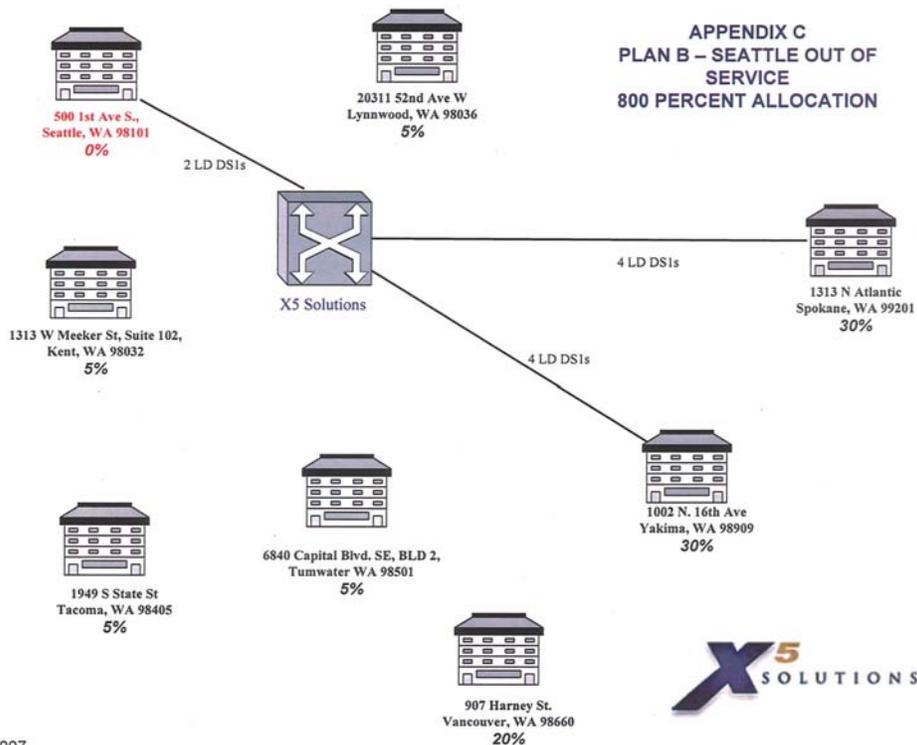
CA has established emergency call centers to receive calls coming into the Reconnecting Families hotline and the END HARM child abuse and neglect reporting hotline, as well as calls redirected from offices closed by the emergency event. Seattle Central Intake has been identified as the primary emergency call center to receive these calls. However, if Central Intake has been disabled, the calls will be redistributed based on which offices are least affected by the disaster and phone line (trunk) capacity. These pre-identified emergency call centers are:

- Seattle (Central Intake)
- Lynwood
- Tacoma
- Spokane
- Yakima
- Tumwater
- Vancouver
- Kent

Emergency call centers will have access to client data reports, including contact information for foster and relative caregivers, distributed through central file servers, websites, CD, and/or hard copy. If CAMIS/FamLink is unavailable, the reports can be used to log caregivers' current location and needs.

The DSHS Children's Administration and Information Systems Services Division, the Department of Information Services, and X5 Solutions (vendor) have created an X5 disaster recovery plan (complete plan is located in the incident command book). Included in the plan is an auto call distribution to the emergency call centers. X5 Solutions has identified three emergency scenarios:

- A. Seattle Primary Active Only: all calls routed to Central Intake
- B. Seattle Primary Out of Service: all calls routed to the seven other offices, or those that are unaffected.
- C. Other: undefined emergency plan, X5 Solutions, ISSD and the CA Office Chief for Central Services will collaborate to determine the course of action.



**Procedures for activating the X5 disaster recovery plan:** The Office Chief for Central Services, or designee, will notify X5 Solutions that a disaster has occurred and will confirm which pre-defined disaster recovery plan needs to be implemented. The recovery plan can typically be implemented anywhere from fifteen to thirty minutes. If X5 detects a loss of service, they immediately initiate steps to rectify the problem and alert the Office Chief. Non-essential incoming DSHS calls may be suspended to allow line capacity.

X5 Solutions will keep the disaster recovery plan in place until the Office Chief, or designee, notifies them to move phone traffic back to normal routing patterns. X5 Solutions, CA, and DSHS ISSD meet yearly to ensure that plans are up to date.

## Emergency Operations Center (EOC)

### Field Operations Headquarters

- a. In the event that CA Headquarters requires an EOC, it will be located at the Office Building 2, 1115 Washington St. SE. Olympia Washington. If OB2 is not functioning, the alternate location will be determined as conditions dictate, and may include a temporary structure in the gravel parking lot at 14<sup>th</sup> and Jefferson, Olympia Washington.
- b. CA Executive staff will make the decision to relocate to the alternate facility. The incident commander will disseminate the information to department or section

leaders. Agency staff will receive notice to report to the alternate facility via their individual department or section supervisor.

- c. When relocating, supervisory staff will bring their Go-Kits to the alternate facility.

### Sharing Information with Child Welfare Agencies in Other States

The Washington Interstate Compact for the Placement of Children (ICPC) facilitates child placements between states. If the child is a Washington state resident going to live in another state, it is considered an “outgoing case.” If the child is moving to Washington State from another state, it is considered an “incoming case.” The following protocols have been developed for Washington ICPC cases:

**Outgoing cases:** When it becomes apparent that there has been a major disaster in another state, which may impact Washington children placed in another state:

1. The Washington ICPC office will e-mail all Washington State Children’s Administration staff, notifying them that there has been a major disaster in another state. The notification will include instructions about making contact with the caregivers for Washington children in that state.
2. The assigned social worker should immediately try to make contact with the child’s caregiver. The social worker should assess the child’s condition, location and needs.
3. The assigned social worker will notify the ICPC office within 2 working days, if child is in an affected state.
4. Washington ICPC will coordinate communication with other states regarding emergency response.

**Incoming cases:** When it becomes apparent that there has been a major disaster in Washington State that affects children from other states who are placed in Washington:

1. Washington State social workers will inform ICPC caregivers of the toll free number to contact in case of a disaster when the placement begins. The script for staff answering the phone line will include questions about whether the child is from another state and if so which state they are from.
2. The ICPC office will coordinate communication with Washington social workers and other states regarding the emergency response.

## EMERGENCY PLANNING

### Recommended Safety Skills:

- Know who on the floor is certified in First Aid and CPR.
- Learn how to use a fire extinguisher and know where it is located.

<b>During work hours: Evacuation Guidelines</b>	
Always	If time permits
Follow recommended posted evacuation routes. Do not take shortcuts; they may be blocked. Do not use elevators, take the stairs.	Gather your disaster supply kit
Meet at the pre-established meeting area in the event of an emergency.	Unplug electric objects Any personal items

### Basic Disaster Supplies for Work

This is a personal recommendation and is not provided by the agency or Division.

- Your kit should be in one container, and ready to "grab and go" in case you are evacuated from your workplace.
- Make sure you have food, water, and any other special items.
- Be sure to have comfortable walking shoes at your workplace in case an evacuation requires walking long distances.
- Disaster Supplies Kit Maintenance
  - Maintain your kit so they are safe to use when needed.
  - Change stored food and water supplies every six months, write the date you store it on all containers.
  - Re-think your needs every year and update your kit as your needs change.
  - Keep items in airtight plastic bags and put your entire disaster supplies kit in one or two easy-to-carry containers.

<b>If an Emergency Occurs after hours, Report to:</b>	
Primary Reporting Office:	
Alternate Reporting Office:	

## **IT Disruption or Failure**

After review of past catastrophic events, the most common issue is that most traditional communication methods such as cell phones, land line phones and computers are unusable. However, it is noted that a Blackberry and text messaging can work and should be utilized. Use whatever is available, radio, media, hand written notes, scanners, hand held two way, satellite phones, police radios, and runners.

## **RECOVERY**

### **Restoration of Services**

Service level will increase based on the severity of the event, and an increase in the availability of the workforce. Field Operations has established training segments to increase the knowledge and understanding that it provided to the workforce on the road to restoration. Once vital services are addressed and continue, Field Operations will re-establish and report to their designated position.

## **PLAN MAINTENANCE**

The Division's plan is based on best practice approach to test emergency continuity operation plans twice annually. This will include a written critique and evaluation utilized to make any necessary changes to improve emergency response readiness and effectiveness. Field Operations will make any necessary revisions or updates as needed to this plan.

## **TRAINING AND DRILLS**

### **All Staff**

- Staff will be trained at regional New Employee Orientation or as indicated by CA Management
- Existing staff will be trained on emergency response planning and their responsibilities as employees during an emergency or disaster event

### **Drills**

- Exercises are tested the last Monday in March within the Field Operations Division to address emergency evacuation
- Employees will participate in any and all fire drills, and emergency evacuation exercises on a regular basis.

# Vital Services Response and Recovery Crosswalk

Identify, locate, and continue services to displaced children	Reconnecting Families Emergency Hot Line activated only during and after a disaster <b>1-866-940-DSHS</b>	<b>COMPLETE</b>
	Emergency calls centers: Seattle, Kent, Lynnwood, Tacoma, Tumwater, Vancouver, Spokane, Yakima (in FOD plan)	<b>COMPLETE</b>
	Redeploy staff as needed to take calls and provide services (in FOD plan)	<b>COMPLETE</b>
	FamLink/CAMIS/database accessible to call centers and staff (redeployed) to contact caregivers, track location, respond to needs, and produce reports (in CATS plan—pending FamLink implementation, new CAMIS Business Record fields to collect caregiver emergency contact info—January 2008)	<b>IN PROCESS</b>

# Vital Services Response and Recovery Crosswalk

Identify, locate, and continue services to displaced children (continued)	New policies to photograph children and store pictures on region/office shared drive folder (in P&PI plan) (Stored in FamLink in the future.)	<b>COMPLETE</b>
	New policies to gather alternate emergency contact phone numbers for licensed and non-licensed caregivers (in P&PI plan) (in CATS plan, new CAMIS Business Record fields to collect info—January 2008)	<b>IN PROCESS</b>
	Curriculum to train new and redeployed staff (in P&PI plan)	<b>COMPLETE</b>
	Protocols to continue payments for staff, foster parents, providers, adoption support (in FOSD plan)	<b>COMPLETE</b>

# Vital Services Response and Recovery Crosswalk

Identify, locate, and continue services to displaced children (continued)	Prepare staff, caregivers, families, and providers so they know what to do during a disaster (in P&PI plan) <b>IN PROCESS</b>
	<ul style="list-style-type: none"> <li>▲ Publication for caregivers and youth (foster parent conference, mailing, etc.)</li> <li>▲ Video training for staff and caregiver (April-July 2008)</li> <li>▲ Emergency plan info included in CA-101 provider training (July 2008)</li> </ul> <b>COMPLETE</b>
Respond to new child welfare cases in affected areas and provide services	Protocols to point abuse reporting numbers (intake) from affected offices to the emergency call centers (in FOD plan) <b>COMPLETE</b>
	Crosswalk of pre-identified practice directives (policies) adversely impacted (in P&PI plan) <b>COMPLETE</b>

# Vital Services Response and Recovery Crosswalk

Remain in communication with displaced case workers and essential child welfare personnel	Protocols to use phone trees, email, text messages (in program and worksite plans) <p style="text-align: center;"><b>COMPLETE</b></p>
	Arrange for and use communication technology, e.g., alternatives to land line phones (in CATS plan) <p style="text-align: center;"><b>IN PROCESS</b></p>
Preserve essential program records	Back-up, protection, and recovery process for CAMIS and other data systems (in CATS plan) <p style="text-align: center;"><b>COMPLETE</b></p>
	Digital conversion of hard copy files in future <p style="text-align: center;"><b>COMPLETE</b></p>
Coordinate services and share information with other States	Liaisons through ICPC with other jurisdictions (in FOD plan) <p style="text-align: center;"><b>COMPLETE</b></p>
	Collaborations with other relevant agencies (in worksite plans) <p style="text-align: center;"><b>COMPLETE</b></p>