



Multnomah and Clackamas Counties

Children and Youth in Disasters Guidance

2022



RECORD OF CHANGE

Change #	Date	Description of Change	Page #	Initials

If you would like more information about this guidance, or if you need translation services or other reasonable accommodation, please email Clackamas County at clackemdutyofficer@clackamas.us or Multnomah County at em.dutyofficer@multco.us.

ACKNOWLEDGMENTS

The safety and wellbeing of our children and youth are of greatest concern and priority. When they are impacted by a disaster we are affected as individuals and as a community. This underscores the importance of Children and Youth in Disasters Guidance that addresses the distinct priorities and capabilities within Clackamas and Multnomah Counties.

This project was funded by a FY2019 State Homeland Security Grant Program (SHSP) grant. Like so many other projects, this planning process was paused during the extensive COVID-19 activation. Because of the administrative support from the Oregon Department of Emergency Management and Multnomah County's contracting, grants and fiscal team, we were fortunate to receive several grant extensions. Consequently, this planning process was able to maintain robust partner engagement, even amid doldrums in the wake of COVID-19. We are also grateful for the 2019 SHSP Review Committee for recognizing the value of this project for the state as a whole. We invite all communities in Oregon and beyond to apply any section of this guidance as is helpful and appropriate.

We are so grateful for the participation of 60 partners who contributed to this project over nine months. Each offered perspectives that make this guidance unique to Multnomah and Clackamas Counties.

Thank you:

- Ant Farm
- Catholic Charities Oregon
- Church of the Brethren
- Clackamas Community College
- Clackamas County Access to Preventive Health
- Clackamas County Children's Commission
- Clackamas County Disaster Management
- Clackamas County Education Service District
- Clackamas County Health, Housing and Human Services (H3S) - Children, Family and Community Connections
- Clackamas County Health, Housing and Human Services (H3S) - Public Health-Early Childhood Development
- Clackamas Service Center Inc.
- U.S. Department of Housing and Urban Development
- Insights Teen Parent Services | Janus Youth Programs, Inc.

-
- Immigrant & Refugee Community Organization
 - Latino Network
 - Multnomah County Department of Community Justice - Juvenile Services
 - Multnomah County Department of County Human Services
 - Multnomah County Department of County Human Services - Intellectual and Developmental Disabilities
 - Multnomah County Department of County Human Services - Preschool and Early Learning
 - Multnomah County Department of County Human Services - Youth and Family Services
 - Multnomah County Emergency Management
 - Multnomah County Health Department
 - Multnomah County Health Department - Behavioral Health
 - Multnomah County Health Department - Early Childhood Services
 - Multnomah County Health Department - Emergency Medical Services
 - Multnomah County Office of Citizen Involvement
 - Multnomah County Office of Diversity and Equity
 - Multnomah Education Service District
 - Northwest Oregon Health Preparedness Organization
 - Oregon Health and Science University
 - Oregon Health and Science University - Hillsboro Medical Center
 - Oregon Child Development Coalition
 - Oregon Department of Emergency Management
 - Oregon Department of Human Services
 - Oregon Health Authority
 - Parents for Preparedness
 - Parkrose School District
 - Portland Bureau of Emergency Management
 - Portland Public Schools
 - Portland State University
 - Regional Disaster Preparedness Organization

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1. INTRODUCTION

1.1 Overview

This guidance focuses squarely on children and youth in disaster situations. The document includes child and youth-centered guidance and corresponding resources that exist today. Contents of the guidance were informed by organizations that serve children and youth, emergency managers and youth themselves.

This guidance aligns with other Multnomah County and Clackamas County emergency plans. The Children and Youth in Disasters Guidance is a support annex for each county's Emergency Operations Plan (EOP). It mirrors both the State of Oregon's EOP and the federal government's National Response Framework.

How to Read this Guidance. Because this is a regional document, some sections apply to both counties and some sections only apply to one county. Sections that apply to both Clackamas and Multnomah Counties include: all of Section 1. Introduction; most of Section 2. Strategy; and all of Section 3. Guidance Maintenance. Portions of the guidance that are county specific are located in Appendix A for Multnomah County and in Appendix B for Clackamas County. Each county-specific appendix includes: Section 2. Strategy: County Responsibilities, Section 3. Finance, Administration and Logistics and Section 4. Operational Communication and Coordination.

1.2 Purpose

The basis of the Children and Youth in Disasters Guidance is to provide recommendations to Multnomah and Clackamas Counties for coordinating critical disaster services for children and youth. This is a preparedness document. It is designed to be read, understood and exercised prior to a disaster, ensuring key partners in Multnomah and Clackamas Counties are aware of best practices and resources to support the safety and wellbeing of children and youth in disasters.

1.3 Planning Process

This project was designed using a whole-community approach. It was written with a wide range of community partners and perspectives that represent the needs of children and youth in emergencies. Partners were offered multiple ways to participate in the project: monthly online advisory committee meetings, in person focus groups, an online survey, a virtual exercise and online document review and feedback.

The following are descriptions of the roles, key deliverables and participants for each group.

1.3.1 Planning Team

The planning team consisted of everyone who contributed to the planning process: 60 partners representing 40 organizations. Partners represented both internal and external agencies that serve children and youth within Multnomah and Clackamas Counties including: service providers, community and faith-based organizations, K-12 school districts, higher education, early childhood development, youth groups, health and medical partners and emergency management. Additionally, 159 youth ages 13 to 25 completed an online survey.

1.3.2 Project Management Team

The Project Management Team was composed of emergency management staff from Multnomah County Office of Emergency Management (MCEM), Clackamas County Disaster Management (CCDM) and Constant Associates. This team was responsible for meeting all project goals and deliverables on time and within budget. The Project Management Team met weekly to ensure the widest range of partners were engaged in the project to develop meeting materials, complete a baseline assessment, develop the guidance, conduct an exercise and develop an implementation memorandum.

1.3.3 Kickoff Meeting

The Project Management Team hosted a kickoff meeting to initiate the project with emergency managers and a wide range of organizations that serve children and youth in the two counties. The Project Management Team provided an overview of the project and engaged participants in discussions to identify key priorities and considerations for the guidance. Attended by 36 individuals, participants included representatives from county and state agencies, city governments, educational service districts, youth groups, child-centered service providers, community and faith-based organizations, health and medical partners and other community organizations that serve underrepresented communities.

1.3.4 Baseline Assessment

A Baseline Assessment was conducted at the beginning of the project. The assessment includes an inventory of best practices, case studies, existing plans, procedures and policies that support children and youth before, during and after disasters. The research provided cursory themes for the Planning Team to consider. [Appendix E: References](#) lists all documents reviewed for the Baseline Assessment. The full Baseline Assessment is available upon request from Clackamas County at: clackemdutyofficer@clackamas.us and from Multnomah County at em.dutyofficer@multco.us.

1.3.5 Advisory Team

The Advisory Team met virtually each month to provide direction on the scope of the project, ensure the guidance aligned with other regional plans and to make key strategy decisions. Advisory Team members represented county and state agencies, city governments, educational

service districts, youth groups and other community organizations. Advisory Team members liaised with their respective organizations to garner support for the project and planning process. The Advisory Team participated in three joint meetings with the Diversity, Equity and Inclusion (DEI) Group as described in section [1.3.6 Diversity Equity and Inclusion Group](#).

1.3.6 Diversity, Equity and Inclusion Group

The DEI Group provided equity guidance, materials and technical support to the Advisory Team, Project Management Team and the larger Planning Team. This group met virtually every month to develop DEI tools and guidance ([Appendix C: DEI Tools and Guidance](#)) used during the planning process and in the guidance itself. The group also provided invaluable strategic direction and recommendations on methods to engage underserved and under-represented communities. Members included representatives from county and state agencies, city governments, educational service districts, youth groups and other community organizations that serve marginalized communities.

The DEI Group and Advisory Team participated in three combined meetings where they worked together to review draft sections of the guidance and set the direction and goals for the focus groups and the exercise.

1.3.7 Youth Survey

With assistance from Planning Team members, youth ages 13 to 25 living within Clackamas and Multnomah Counties were invited to take an online survey. The survey asked youth 40 questions about what is important to them during and after disaster situations. The survey presented three earthquake scenarios: 1) an earthquake strikes on a weekend, 2) an earthquake strikes during the work week and children and youth are separated from family and 3) recovery after the earthquake. A total of 159 youth from Clackamas and Multnomah Counties completed the survey. Findings were presented to the Service Provider Focus Group and informed the contents of this guidance. See [Appendix D: Survey Themes](#).

Why earthquake scenarios?

If this is an all-hazards document, why did we only use earthquake scenarios during the youth survey, focus group and the exercise? The goal of these activities was to capture key disaster considerations for children and youth both with and without parents/guardians during response, and critical needs through recovery. Scenarios were designed to address the goal in a way that was realistic, trauma-informed and compatible to the format and time frame of each activity.

The region has experienced several threats in the past few years that have adversely impacted our communities, such as shootings, wildfire, smoke, winter storms, landslides, and flooding to name a few. While Oregon is subject to large earthquakes, the region has been spared these events in recent history. A large earthquake scenario is realistic for the area and less likely to elicit hurtful personal experiences among participants. Due to the scale of this type of event, an earthquake scenario could evolve from bad to worse and then into recovery.

1.3.8 Focus Groups

Two in-person focus groups were hosted by Multnomah and Clackamas Counties to engage service providers and emergency managers. Findings from these focus groups primarily informed portions of the [2. Strategy](#) section and [Appendix F: Implementation Guidance Memo](#).

1.3.8.1 Service Providers Focus Group

Organizations that serve children and youth were invited to a half day workshop to identify guidance and existing resources for ages infant to 25. Participants were divided into small groups based on age ranges served: 0-5 year olds, 6-12 year olds, 13-17 year olds and 18-25 year olds. All groups were presented with the same three disaster scenarios that were in the youth survey: 1) an earthquake strikes on a weekend, 2) an earthquake strikes during the work week and children and youth are separated from parents/guardians and 3) recovery after the earthquake.

Each group identified guidance and existing resources to support five categories of critical disaster services that had been determined by the Advisory Team and DEI Group: mental health, safety, communication, physical supports and utilities. Feedback from this meeting largely informed [Table 4: Guidance and Resources](#).

The groups representing ages 13-17 year olds and 18-25 year olds were provided a summary of key themes from the survey completed by youth ([Appendix D: Youth Survey Themes](#)). Those themes helped the two groups center discussions on specific critical disaster services for the ages they represented.

Participants included: child-centered service providers, community and faith-based organizations, educational service districts, early childhood development, health and medical partners and emergency management.

1.3.8.2 Emergency Management Focus Group

Emergency managers met to review and provide feedback on the findings from the Service Provider Focus Group. During this meeting Emergency Managers also provided feedback on the draft Concept of Operations ([Figure 1. Concept of Operations](#)). Participants included emergency managers from federal, state, county, city agencies, higher education, regional preparedness organizations and hospitals.

1.3.9 Develop Guidance

This document was informed by the Baseline Assessment; feedback from participants at the kickoff meeting; direction and recommendations from the Advisory Team and DEI Group; and information gathered from youth surveys, focus groups, the exercise and the hot wash.

1.3.9.1 Exercise

Based on discussions during the focus groups and the final recommendations from the DEI Group and Advisory Team, two elements of the draft guidance were tested through an exercise: 1) response operations when children and youth who have been separated from parents and 2) the recovery for all children and youth. Findings from the exercise largely informed [Figure 1. Concept of Operations](#) and [Appendix F: Implementation Guidance Memo](#). The exercise was conducted virtually with members from the Advisory Team, the DEI Group and others who attended the Focus Groups. The guidance was then updated accordingly. Participants in the exercise included: representatives from Clackamas and Multnomah Counties, cities, K-12, educational service districts, higher education, regional preparedness organizations and community and faith-based organizations that serve marginalized children, youth and their families.

1.3.9.2 Implementation Guidance Memo

The Implementation Guidance Memo captures information that emerged during the planning process but was out of the project's scope. The memo documents 1) additional planning priorities for future projects, 2) enhanced preparedness recommendations, 3) suggestions for trainings and exercises and 4) ways to ensure children and youth are represented in the hot wash and improvement plan efforts. The memo is located in [Appendix F: Implementation and Guidance Memo](#).

1.4 Scope

1.4.1 Overview

This all-hazards guidance focuses on children and youth within Clackamas County and Multnomah County. It is written to support the Mass Shelter Plan, Disaster Resource Center (DRC) training, Reunification Plan, Regional Recovery Framework and other relevant emergency management plans and tools. The guidance is designed to support ages infant to 25 years old in both counties, including approximately 119,000 living in Clackamas County and approximately 206,000 living in Multnomah County.

Table 1: Children and Youth Census Data¹

Age Group	Clackamas County	Multnomah County
Under 5	19,943	37,885
5 to 9 years	23,708	39,239
10 to 14 years	28,854	42,983
15 to 19 years	25,284	40,754
20 to 24 years	21,353	45,839

1.4.2 Assumptions

Assumptions consist of the expected effects from a disaster event that will likely impact children and youth in Multnomah County and Clackamas County.

- Children and youth may be required to shelter in place with their families.
- Families may be separated; family members may be missing, injured or deceased; and children and youth may be separated from parents or guardians. Reunification of children and youth with parents and guardians will be of principal concern.
- Those who provide services to children and youth will be impacted themselves by disaster events. Their primary concerns will be the whereabouts and safety of their own families.
- Children and youth may be required to shelter in place at daytime care facilities, such as schools and childcare centers.
- Until children and youth are moved from the grounds of a school or childcare facility or until assistance is requested from the emergency management agency, they will remain under the care of the school or child care facility administration.
- Children and youth temporarily located in the county, including the children of tourists, travelers passing through the community, patrons of local businesses and others, may require additional help related to guardianship, especially when parents or guardians are not present.
- Children and youth who are separated from their families or guardians and who speak English as a second language (ESL) or who do not speak English may require interpretation and translation services and other communications assistance.
- Institutions normally tasked with the daytime care of children, such as schools and childcare centers, may close during and following a major disaster.

¹ U.S. Census Bureau, American Community Survey 2021

- In events where there are pediatric disasters and numerous injuries or fatalities are sustained by children and youth, local pediatric providers and institutions will be quickly overwhelmed.
- Mass casualty events or catastrophic disasters that result in numerous injuries and fatalities that include children and youth may overwhelm the capacity of local facilities to deal with pediatric needs (i.e. medical care, emergency care, special dietary needs, sheltering arrangements and supervision).
- Over time, a surge of spontaneous volunteers will arrive to help with services for children and youth. Their skills may not match the needs of children and youth and they may not have had authorized background checks.
- In the event of mass telecommunication failure, alternative means of communication (such as radio communication) will be needed in order to communicate with service providers in the care of children and youth who are separated from parents/guardians, such as schools and other childcare centers.
- Not all DRC staff and volunteers will have child-specific training. Just-in-time training (JITT) will be required to fill needed positions.
- Depending on the disaster, it could take one to two weeks for outside resources to begin supporting DRC, including shelters. This includes food, water, durable medical supplies, medications and other items needed to support children and youth with disabilities and other access and functional needs.

1.4.3 Limitations and Requirements

Limitations and requirements consist of actions either required (must do) or prohibited (cannot do) to support children and youth before, during and after a disaster event.

- Children and youth who have not been reunified with their families or guardians will require 24-hour supervision by authorized personnel.
- Personnel assigned to supervise children and youth are required to have a completed background check.
- DRCs (including shelters) need to include areas that are specifically for children, youth and their guardians. Only staff and volunteers with completed background checks will be allowed into these spaces.
- Unaccompanied children will never be alone in any area of the DRCs (including shelters), for any reason.
- Disaster declarations will be needed at various levels for certain types of emergency assistance to become available.
- In response to aviation crashes where reunification services are needed, reunification services will be handled in accordance with the National Transportation Safety Board Federal Family Assistance Plan for Aviation Disasters.

- Rail incidents that require reunification services for passengers will be handled in accordance with the Rail Passenger Disaster Assistance Act of 2008.
- Law enforcement must prioritize life safety and will be unable to provide security in DRCs (including shelters) during large scale events.

1.4.4 Other Planning Considerations

The following matters must also be taken into account when developing emergency plans for children and youth.

- Children and youth with the fewest resources are more likely to need critical disaster resources.
- Children and youth have different needs than adults.
- Agencies and organizations responsible for the temporary care of children and youth, such as day care centers or youth centers, will not be responsible for children and youth whose parents or guardians are present. Children/youth will remain under parental guardianship or under the care of the legal guardian.
- Pre-existing vulnerabilities and barriers to services can aggravate the impacts of a crisis on children, youth and families.
- During different parts of the week and calendar year, children and youth will be in different locations such as school, summer programs, or at their residence.
- Schools and many childcare and other educational facilities maintain internal emergency operations plans of their own to address the needs of children and youth, although these plans are applicable only while children and youth remain in their care.
- Children and youth who are affected by disasters are more susceptible to illness and death from disease, which is often related to inadequate sanitation, inadequate water supplies and the inability to maintain good hygiene.
- Children, youth and their families who were experiencing homelessness before the disaster will require special assistance when the DRC (including shelters) closes.
- It may not be safe for some children and youth to be reunified with a parent or guardian.
- Some children and youth may not have a parent or guardian who comes for them.
- Support from family and child and youth service providers (including school personnel) is the most important factor for children and youth development during recovery from difficult experiences.

2. STRATEGY

2.1 Overview

Depending on their age, stage of development and unique life and safety needs, children and youth are impacted differently by disaster events. Local jurisdictions will be required to provide age- and developmentally- appropriate disaster services to children and youth based on the size, scope and magnitude of the disaster. The County will establish a system to identify unmet needs of children and youth and coordinate services and resources to support those needs.

2.2 Critical Disaster Services

These five categories of disaster services capture some of the most important considerations for children and youth impacted by disaster events.

Table 2: Critical Disaster Services

Safety	Mental Health Support	Communication	Physical Support	Utilities
				
• Supervision • Safety from human threats (violence, victimization) • Safety from physical threats (buildings, environment)	• Emotional, behavioral and mental health supports • Child/youth centered activities • Continuity of educational services	• With children • With families • With service providers	• Food and water • Clothing and other emergency supplies • Shelter (with and without dormitory) • Public health • Medical care • Disability support	• Limited power/ electricity • Transportation

2.3 Most Impacted Children and Youth

The following examples highlight many situations children and youth may experience that could create barriers to accessing critical disaster resources and could lead to being impacted more by a disaster. The County will keep these circumstances in the forefront of their minds as they identify unmet needs and coordinate appropriate disaster services that are accessible to all children and youth who need them. These examples are listed in alphabetical order. This list is meant to be updated and expanded as each county gains a better understanding of their communities.

Table 3: Most Impacted Children and Youth

Alcohol or drug dependence Black, Indigenous and People of Color (BIPOC) Criminal record Diagnosed or undiagnosed physical or mental disability, intellectual or developmental disability, learning disability; mobility device or electricity dependent need Dietary need Domestic violence Emotional, behavioral and mental health need Experiencing economic hardship Gender expression; gender identity; sexual orientation	Historical and cultural identity or specific need International and exchange students Lacks internet, cellular service, or mobile/electronic device Lacks reliable transportation, including public transit access and funds Language barriers, communication barriers, sensory barriers (seeing, hearing, etc.) Limited access to community support systems and networks Limited access to education Living in rural area	Minor parent Pregnant at any stage, with limited access to resources Refugee Religion/spirituality identity or specific needs Service animals and pets Sexual violence Single parent guardian Supervision needed Trafficking Unaccompanied minor Undocumented/immigration status Unstable or unsafe housing, facing houselessness
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2.4 Values

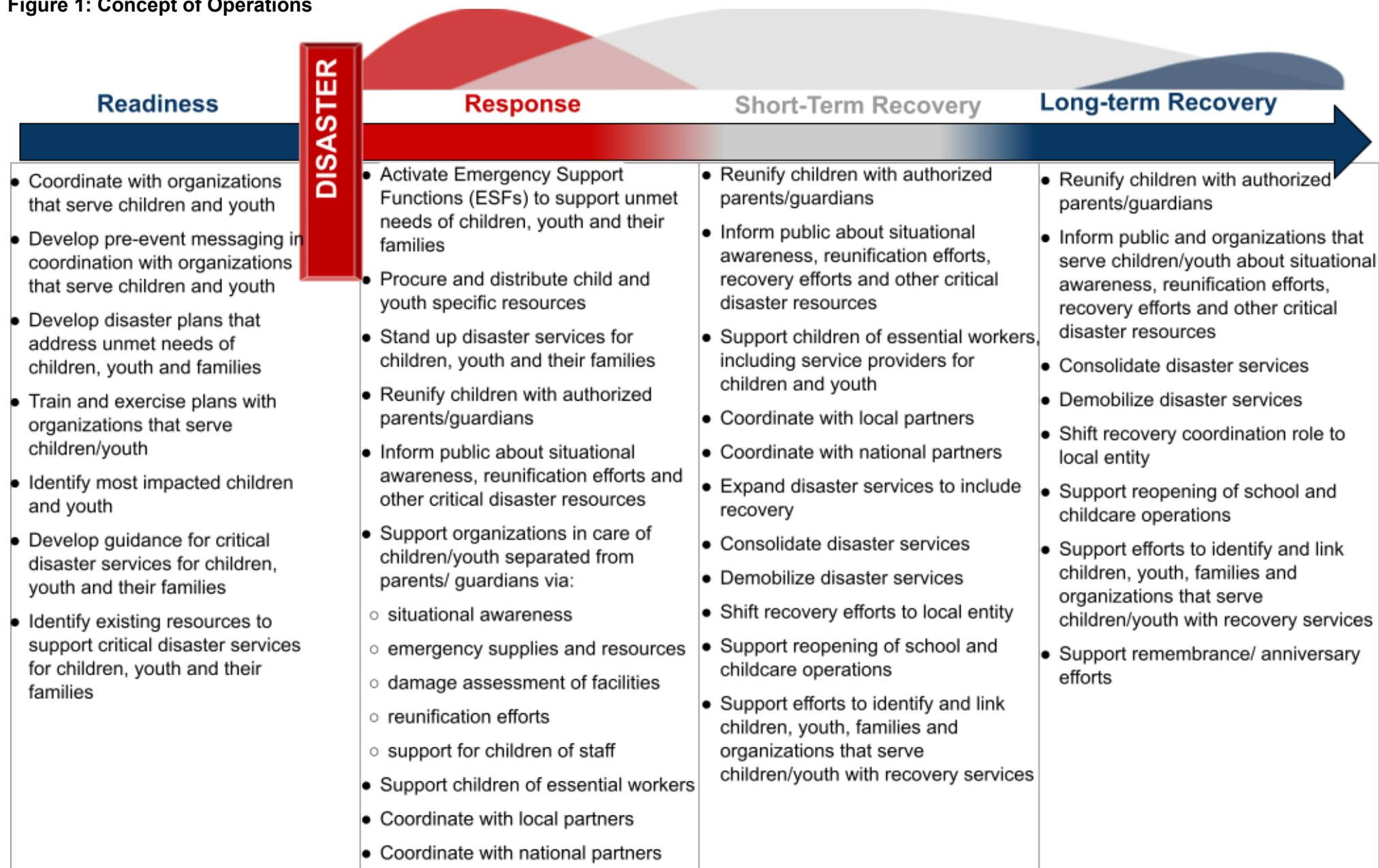
Values define the deeply held beliefs and principles that are imperative for supporting children and youth in need of services before, during and after a disaster. Clackamas and Multnomah Counties will apply these values to all disaster services provided to children and youth:

- **Safety:** We avoid exposure to further harm and we do everything we can to support life and safety, which includes the right to privacy of information.
- **Inclusion:** Disaster services and resources are available to all children and youth.
- **Universal Accessibility:** Disaster services and resources will be made accessible to all children and youth, including those with disabilities and other access and functional needs, inclusive of communication and language needs.
- **Equity:** Disaster services and resources are distributed to prevent disparate impact across our communities, in proportion to need and without discrimination.
- **Compassion:** We value children and youth perspectives and needs and are empathetic and understanding of their different situations.
- **Respect:** We treat children and youth the way they wish to be treated.
- **Dignity:** We respect the inherent value and worth of each child and youth.

2.5 Concept of Operations

The concept of operations describes the county processes for supporting unmet needs of children and youth throughout the full disaster cycle. The Values listed above will be applied to all actions related to children, youth and families during readiness through recovery.

Figure 1: Concept of Operations



2.5.1 Readiness

2.5.1.1 Coordinate with organizations that serve children and youth

During blue skies, city, county and regional emergency managers collaborate with Community Organizations Active In Disasters (COADs), schools and other organizations that serve youth and children on emergency plans, training and exercises. These efforts help build awareness and relationships between emergency managers and child and youth-focused service providers.

2.5.1.2 Develop pre-event messaging in coordination with organizations that serve children and youth

As members of the Regional Disaster Preparedness Organization (RDPO) Disaster Messaging Work Group, emergency managers across the Portland Metro region craft pre-scripted messages for the community. This is done in coordination with several organizations, many of whom serve children and youth.

2.5.1.3 Develop disaster plans that address unmet needs of children, youth and families

Both counties take a whole community approach to disaster planning. This includes planning for children, youth and families. Mass Shelter Standard Operating Guidance, Reunification Plans and Disaster Resource Center planning specifically call out support for children, youth and families. County emergency managers also participate in and support other organizations' emergency planning for children and youth, such as the Pediatric Surge Plan.

2.5.1.4 Train and exercise plans with organizations that serve children/youth

All plans are trained and exercised with a wide range of partners, including COADs, schools and other organizations that serve children and youth.

2.5.1.5 Identify most impacted children and youth

During this planning process, the DEI Group refined existing lists of experiences of children and youth that could lead to greater impacts in disaster events or could even lead to barriers to accessing disaster services. These examples are at the forefront of county emergency managers' minds to ensure disaster services appropriately serve and are accessible by all children, youth and their families who need them. See [Table 3: Most Impacted Children and Youth](#).

2.5.1.6 Develop guidance for critical disaster services for children, youth and their families

The information in [Table 4: Guidance and Resources](#), developed in coordination with child and youth service providers, can be used by the Emergency Operations Center (EOC) to help determine facility, staff and resource needs to support children and youth during and after disaster events. Guidance is broken down by age groups. It includes important considerations for each age range when 1) children and youth are with parents and guardians and 2) children and youth have been separated from parents or guardians.

2.5.1.7 Identify existing resources to support critical disaster services for children, youth and their families

Resources listed in [Table 4. Guidance and Resources](#) are examples of organizations and other entities that provide services to our communities and could potentially support a function identified in the Guidance. These resource lists serve as a starting point for an EOC that is matching existing resources to address resource requests to support unmet needs of children, youth and their families.

2.5.2 Response**2.5.2.1 Activate Emergency Support Functions (ESFs) to support unmet needs of children, youth and their families**

The EOC will identify unmet needs of children and youth in a disaster event and will activate response functions based on the unique circumstances and needs of the disaster event and those impacted. Using the ESF structure, critical disaster services will be coordinated to support impacted children, youth and their families. The principles stated in [2.4 Values](#) will be applied to ensure cultural, language, communication and other access and functional needs are identified.

2.5.2.2 Procure and distribute child and youth specific resources

Requests for facilities, supplies, equipment and personnel to support children and youth will be submitted through the EOC. If not already described in the resource request, the EOC will verify age-appropriateness, cultural, language, communication and other access and functional needs when filling these requests. EOC staff will prioritize requests prior to obtaining approval and submission to the Logistics Section.

The resources needed to support children and youth sheltering-in-place may be different from children and youth who come to county operated DRCs or other shelters.

The EOC Logistics Section will attempt to satisfy the request from county assets through existing resources, through mutual aid, or from local vendors. The EOC Logistics Section will

forward requests that cannot be satisfied locally to the Oregon State Emergency Coordination Center (ECC) for procurement.

2.5.2.3 Stand up disaster services for children, youth and their families

Through the EOC's ESF structure, critical disaster services will be activated to respond to the needs of children and youth. Guidance on unique considerations of children and youth, based on age range and by type of disaster service, can be found in [Table 4. Guidance and Resources](#). These tables also include some existing resources that may be considered by the EOC to support each critical disaster service.

2.5.2.4 Reunify children with authorized parents/guardians

Reunifying parents and guardians with their children will be of utmost concern for families, schools and other organizations that are sheltering-in-place with children and youth who are separated from their parents/guardians.

Organizations with children in their care will activate their Reunification Plans as appropriate and able. The City or County will support reunification needs of these organizations as requested. If needed, the City or County will activate its own Reunification Plan and will coordinate with service providers that have sheltered in place with unaccompanied children and youth.

Reunification efforts include the protocol for verifying children are only reunified with a parent/guardian who has been authorized to pick up that child/youth. Also prescribed are protocols if reunification would be unsafe for the child/youth. Additionally, recovery efforts include procedures for children and youth who have been orphaned as a result of disaster, for those in the foster care system, the juvenile justice system and those in the care of health facilities.

2.5.2.5 Inform public about situational awareness, reunification efforts and other critical disaster resources

Information about reunification efforts will be of primary concern for parents and guardians that have been separated from their children. Providing timely public information about reunification will be a priority. Section [2.4 Values](#) states principles that will be applied to County messaging and other communication related to reunification and other disaster services. This includes communication that is accessible to all, culturally appropriate and in languages spoken by impacted families.

Public information following a disaster will be a coordinated effort in accordance with the National Incident Management System (NIMS). The designated Public Information Officer (PIO) will coordinate public messages. The PIO will serve as the primary point of contact between the EOC, the media and the public. The PIO will coordinate public information messages within the county as well as with other affected jurisdictions to ensure an accurate, consistent and timely

message is communicated to target populations. This collaborative effort could involve the establishment of a Joint Information Center. The PIO will lead efforts to verify information and monitor media reports as well as social media posts.

2.5.2.6 Support organizations in care of children/youth separated from parents/ guardians via:

- Situational awareness - The County will provide information about hazardous conditions and disaster services to organizations that are sheltering-in-place with unaccompanied children and youth.
- Emergency supplies and resources - The County will process resource requests for supplies, equipment and personnel to support unaccompanied children and youth being supported by organizations that are sheltering-in-place.
- Damage assessment of facilities - The County will process resource requests to assess damage and the habitability of facilities where unaccompanied children and youth are sheltering-in-place.
- Reunification efforts - The County will support requests to support reunification efforts for entities that implement their organization's Reunification Plan.
- Support for children of staff - Staff in these organizations will need their own children to be cared for so they can either stay at or return to work. The County will process requests to support the staff of these organizations.

2.5.2.7 Support children of essential workers

The County will consider ways to support other essential workers who have children and youth in need of supervision to help these workers return to work.

2.5.2.8 Coordinate with local partners

The EOC will coordinate with local partners to support unmet needs of children and youth. [Table 4. Guidance and Resources](#) provides examples of organizations that serve communities within Multnomah and Clackamas Counties including: COADs and other local organizations with age-specific training, language and cultural skills, pediatric emotional and behavioral professionals, disability professionals and other child/youth focused subject matter experts, supplies and equipment.

2.5.2.9 Coordinate with national partners

As national resources become available, they will support children and youth response operations. The county will then incrementally transition to further support mission-essential functions and other government functions.

2.5.3 Recovery: Short-Term

2.5.3.1 Reunify children and youth with authorized parents/guardians

Family reunification needs will evolve over time. Some families may be quickly reunified with their loved ones and some may not. The list of unaccounted for persons may grow. Reunification services as well as additional services may need to expand to meet the needs of families and loved ones.

2.5.3.2 Inform public about situational awareness, reunification efforts, recovery efforts and other critical disaster resources

It is important to continually inform the public of services available, where they are located and any changes to service provision. The PIO will coordinate the development and dissemination of messages with an appointed section Lead in the EOC. That section Lead will ensure the accuracy of any pertinent information.

2.5.3.3 Support children and youth of essential workers, including service providers for children and youth

The need for essential workers remains imperative into recovery. Until childcare and school operations are able to resume, the County may be asked to support supervised care for children of essential workers.

2.5.3.4 Coordinate with local partners

Local partners, including nongovernmental organizations (NGOs), play enormously important roles in recovery operations. These partners will continue to provide counseling services and other vital support services to bolster and promote recovery. Local partners collaborate with responders, governments at all levels and other agencies and organizations.

2.5.3.5 Coordinate with national partners

As national resources become available, they will support recovery operations. The county will then incrementally transition to further supporting mission-essential functions and other government functions in accordance with departmental Continuity of Operations Plans.

2.5.3.6 Expand disaster services to include recovery

The needs of youth and children will evolve following a disaster. Recovery operations will expand as resources become available.

2.5.3.7 Consolidate disaster services

As the need for disaster resources and services for children, youth and their families decreases or is unnecessary, they will be consolidated or staffing reduced. If necessary, youth, children and their families will be referred to other service providers or other social service agencies.

2.5.3.8 Demobilize disaster services

As the need for disaster resources dissipates, the county will assess the need to continue providing disaster resources or transition to service providers conducting normal operations.

2.5.3.9 Shift recovery efforts to local entity

As the event progresses into recovery, the County may transition some or all recovery functions to an identified local entity.

2.5.3.10 Support reopening of school and childcare operations

Schools closed due to the event will impact families' ability to return to work and the community's recovery process. Continuity of school operations will be imperative to expediting recovery. The County may be asked to support schools to help expedite the resumption of operations.

2.5.3.11 Support efforts to identify and link children, youth, families and organizations that service children/youth with recovery services

Local, state and national resources may be available to assist with recovery for families and organizations. Some families and organizations may need assistance accessing and navigating those resources. The County may be asked to help identify and link children, youth, families and local organizations to recovery resources. The last section in [Table 4. Guidance and Resource](#) lists recommendations for recovery efforts by age range.

2.5.4 Recovery: Long-Term**2.5.4.1 Reunify children and youth with authorized parents/guardians**

As the community moves deeper into the recovery phase, reunification efforts may still be underway. Determination of legal custody may delay reunification of some children with parents/guardians. Recovery efforts include procedures for children and youth who have been orphaned as a result of disaster, for those in the foster care and juvenile justice systems and those in the care of health facilities.

2.5.4.2 Inform public about situational awareness, reunification efforts, recovery efforts and other critical disaster resources

The consolidation and closing of disaster resources and services will be communicated to the public via the PIO. The PIO will coordinate the development and dissemination of messages with the ESF section leads.

2.5.4.3 Consolidation disaster services

As national resources and staff are demobilized, the county will assess how service delivery will shift to meet the community's needs.

2.5.4.4 Demobilize disaster services

As the need for disaster resources dissipates, the county will assess the need to continue providing disaster resources or transitioning to service providers conducting normal operations.

2.5.4.5 Shift recovery efforts to local entity

The County will transition any remaining recovery functions in its purview to the identified local entity.

2.5.4.6 Support reopening of school and childcare operations

The County may be asked to provide support to schools that need longer to resume operations.

2.5.4.7 Support efforts to identify and link children, youth, families and organizations that service children/youth with recovery services

The County may assist with identifying and linking children, youth, families and local organizations eligible to receive recovery resources. The last section in [Table 4. Guidance and Resource](#) lists recovery recommendations by age range.

2.5.4.8 Support remembrance/anniversary efforts

Anniversaries and remembrance efforts can provide a safe space to reflect, mourn and even find closure. They can also evoke trauma around loss and grief experienced during the event. These efforts therefore demand a great deal of intentional planning and forethought. The County may be asked to play a role in supporting these efforts. Engaging with the community to determine appropriate language and physical access, target age-range and cultural considerations will be of utmost importance to ensure the principles identified in [2.4 Values](#) are upheld.

2.6 Guidance and Resources

This section contains tables with guidance and resources for each of the five groups of services found in [Table 2. Critical Disaster Services](#). Each table in this section is divided into four columns that represent age ranges: ages infant to 5 years, ages 6 to 12 years, ages 13 to 17 years and ages 18+ years. Guidance and resources for each age group are delineated.

Each table includes guidance for when children and youth are 1) with a parent/guardian and 2) additional guidance when they are **separated** from their parent/guardian.

Following the five critical disaster resource groups is a sixth table that accounts for recovery. Similar to the first set of tables, the recovery table provides guidance and resources specific to each age range.

Table 4: Guidance and Resources



Safety

Supervision, safety from human threats (violence, victimization) and safety from physical threats (buildings, environment)

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
GUIDANCE				
With parent/guardian	• Ensure children are never alone - unless children are with a parent/guardian/caregiver they must be with at least two qualified disaster service workers • Mandate all persons working with children have passed background checks • Identify vetted personnel and professionals with existing background checks (in the event that background checks cannot be completed within timeframe needed) • Identify additional supervision or safety needs for children and youth with disabilities, based on each person's unique situation • Provide respite care for parent/guardian/caregiver and supervised children's areas • Restrict access to children's areas (doors lock from outside but able to open from inside) • Secure medicines in an area out of reach from children			

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
	- Keep food and beverages out of reach from small children - Follow State staff/child ratios and group size requirements²: 0-2 years old 1 staff : 4 kids - Max kids per group: 8 2-3 years old 1 staff : 5 kids - Max kids per group: 10 3-5 years old 1 staff : 10 kids - Max kids per group: 20	- Follow State staff/child ratios and group size requirements²: 1 adult : 15 kids 1 staff : 15 kids - Max kids per group: 30		- Identify self-defense classes (in person or online) - Target outreach to highly vulnerable youth (refugees, immigrants, women, pregnant youth, LGBTQ+, etc.)
Additional considerations when separated from parent/ guardian	- Provide supervision 24/7, with multiple shifts, based on ratios listed above - Verify the reunification of child/youth with an adult who has been properly authorized			
			Ensure youth have been authorized by parent/guardian to leave the care of service provider/ school/ disaster resource center before departure	

² Oregon Department of Education; Early Learning Division, Chapter: 414-300-0130: Staff/Child Ratios and Group Size, found at website <https://secure.sos.state.or.us/oard/viewSingleRule.action?ruleVrsnRsn=251269>

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
RESOURCES				
	• Background registries • Vetted professionals with background checks (i.e. school staff, school security, child care staff, Red Cross personnel) • Organizations that serve children and youth (i.e. Boy Scouts/ Girl Scouts) • Safe Health Patrol • Neighborhoods/community • Reunification plans (i.e., schools, county)			• Self defense class locations • Call to Safety • New Avenues For Youth (NAFY) - trafficking program • Women's Strength



Communication

With children, with families, with service providers

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
GUIDANCE				
With parent/ guardian	• Communicate age appropriate information in the child's/youth's own language • Communicate in varying formats (verbal, written, symbols, pictures, American Sign Language (ASL) to be accessible for all abilities and ages • Ensure communication for all ages are trauma informed, including acknowledgement of historical trauma of families, children and youth and concerns around perceptions • Provide translator or interpreter so child is not asked to translate or interpret for their parent/guardian • Use social media to communicate with families			
		• Provide written materials in child/youth's own language if they have limited English proficiency, need braille, or need ASL interpretation		
Additional considerations when separated from parent/ guardian	• Access emergency contact lists through the child care provider or school where the child/youth is located • Provide translators and interpreters • Utilize translators and interpreter systems used by schools • Engage with service providers who already communicate and work with children/youth on ways to best communicate with each child/youth (i.e., Family Resource Coordinators, home visitors and Advocates) • Utilize communication apps used by schools and childcare providers (some have texting capability) that are familiar to families • Communicate to service providers ○ Situation status within the first 24 hours of the incident ○ Staying at/returning to work moves recovery forward ○ Disaster safety messages for supporting children and youth in their care			

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
RESOURCES				
	- Schools have systems and resources for communicating with children and families including translation, interpretation and visual and auditory tools; and on-site case managers and other support organizations - Reunification resources: National Center for Missing and Exploited Children (NCMEC), Police and Fire Departments; Multnomah County Reunification Plan			
	Early Learning Division: Office of Childcare to reach <u>all licensed providers</u>, 5 language options			



Mental Health Supports

Emotional, behavioral and mental health supports, child/youth centered activities, continuity of educational services

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
GUIDANCE				
With parent/ guardian	• Provide guidance on trauma-informed ways to communicate with each age group • Assist in getting access to medicine for child/youth to prevent discontinuation • Provide telehealth options in shelters/DRCs • Provide safe places for play			
	• Recognize these age groups need help with emotional regulation and associated activities • Provide behavioral supports for children - different structure will impact children • Provide mental health support for parents/guardians • Ask parent/guardian about family mental health support needs • Provide age-appropriate activities and toys for each age group to stay busy, including activities that do not need power (power may be limited)			
		• Recognize youth may have children of their own • Post mental health resources and how to access them on social media (including trauma-informed youth groups)		

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
With parent/ guardian				• Encourage peer support teams • Provide access to communication devices/tablets for communication and self-soothing • Provide young parents information about how to support their children • Provide advocates to help navigate disaster support systems • Connect to support groups as applicable • Connect to harm-reduction services for substance addictions (i.e., needle exchange program, safe use sites)
Additional considerations when separated from parent/ guardian	• Maintain consistency as much as possible • Provide additional mental and behavioral health support to children who are without parent/guardian and normal structure • Prepare for greater potential for behavioral disturbances among children under duress without parent/guardian • Ask school or childcare staff for accommodation and other types of support needs (i.e. counselors and information in 504 and Individualized Education Program (IEP) documents) • Provide mental health support to parents, guardians and family who are separated from children			

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years	
			• Provide opportunities for these age groups to have roles in response activities		
RESOURCES					
	• Hospital referral systems • Emergency and referral hotlines (i.e., Disaster Distress Helpline) • Pediatricians • School and educational service district counselors, special programs, health clinics and on-site case managers and support organizations • COADs • County and non-profit homeless services • Parenting groups • Church of the Brethren- Children's Disaster Services • National Organization for Victim's Assistance (NOVA) • Federal Bureau of Investigations (FBI) Victim's Advocates				
	• Libraries can provide some child based activities and background checked staff		• Trauma Intervention Program Teen • Oregon Youth Line, County crisis lines, Trevor Project • Youth Advisory Boards • Culturally-specific organizations		

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
				• 211, 311 • Nonprofits that serve 18-25 year olds (homeless youth services, Outpatient, Sexual/ Gender Minority Youth Resource Center, Living Room, etc.) • Social media accounts from credible resources (AntFarm, Community Colleges, Universities, First Responders, Faith-based organizations) • Employers • Schools/Colleges • Hooper • 4Square



Physical Supports

Food, water, clothing and other emergency supplies, shelter (with and without dormitory), public health, medical care, disability support

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
GUIDANCE				
With parent/ guardian	• Offer child-friendly and age-appropriate food • Secure medicines in an area out of reach from children • Procure manual wheelchairs and other non-powered medical devices (in the event power is limited and to ensure quick transport, movement, etc.) • Identify additional physical support needs for families in rural areas with limited access • Provide targeted outreach to marginalized neighborhoods • Recognize increased barriers for families with power-dependent medical devices in rural areas • Provide Americans with Disabilities Act (ADA) compliant resources that are age-accessible and appropriate • Distribute food and water to "food deserts" • Establish age-appropriate hygiene and infection control procedures • Identify children, youth and families in need of shelter			
	• Provide sleeping areas for naps and various sleeping cycles • Install night lights or offer low-lit areas that are not too dark (even in sleeping areas) • Keep food and beverages out of reach from small children • Provide 24/7 access to water • Provide pediatric medical support			

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
	• Refrigerate breastmilk • Provide formula • Create comfortable breastfeeding areas • Need diapers, wipes and child sized clothing • Need child size bedding to prevent rolling off or smothering • Portable cribs • Offer pediatric face masks			• Provide optional youth-only (18-25) dormitory spaces in shelters/DRCs • Provide young parents information about how to support their children • Provide advocates to help navigate disaster support systems for all youth (including youth with criminal records, addiction, etc.) • Ask young adults with disabilities (not their guardian) what supports they need
Additional considerations when separated from parent/guardian	• Support child care facilities, including schools, with physical supports to shelter-in-place • Coordinate with schools and childcare organizations- Licensed child care programs have emergency plans, including reunification plans • Recognize that licensed <i>exempt</i> child care programs do not have same requirements for emergency plans and may need additional support • Coordinate with child care provider or school on medical needs of children/youth • Obtain medication lists from school, other care provider, or from EPIC system • Ask children and youth with pets or service animals what type of assistance they need to care for their animals			

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
RESOURCES				
	• Distribute emergency supplies through community based organizations that impacted families are familiar with and trust (i.e., school, on-site case managers and other support organizations or faith-based organization) • Age-appropriate disability supports- schools, educational service districts • Age-based medical needs support- school-based health centers, County health clinic • Medication lists available in EPIC via care providers • Food guidelines: United States Department of Agriculture (USDA) Food Guidelines • Shelter/housing: established resources for refugee and immigrant communities; U.S. Housing and Urban Development (HUD) voucher program: Family Unification Program • Childcare organizations and schools • Environmental Health and Sanitation support: County Public Health Department; Regional Emergency sanitation guidelines (Emergencytoilet.org) • Community Emergency Response Team (CERT) and Neighborhood Emergency Teams (NET) • Regional Water Providers Consortium • Plans with specialized transportation and care: Licensed child care and school programs emergency and reunification plans; Family Assistance Center (FAC) Plans; Multnomah County Reunifications Plan; Pediatric Surge Plan			
	• Help Me Grow • Women, Infant and Child organizations • Early Learning Hubs • Daycare centers		• Homeless youth services • HUD voucher program: Foster Youth to Independence	



Utilities

Limited power/electricity; transportation

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
GUIDANCE				
With parent/ guardian	• Prioritize power for children and youth with disabilities, health conditions and medical devices (i.e., continuous positive airway pressure (CPAP) machines, wheelchairs, etc.) • Provide specialized vehicles for children and youth with certain disabilities • Procure manual wheelchairs and other non-powered medical devices (in event power is limited and to ensure quick transport, movement, etc.) • Provide telehealth options at shelters/DRCs			
	• Prioritize refrigeration for breastmilk and formula • Ensure parents with children who are nursing have 24/7 access to water	• Provide access to electricity for activities on electronic devices for education, entertainment and emotional regulation		• Provide access to social media • Provide charging stations for phones
			• Provide access to electricity for communication with peers to provide comfort and support	

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
Additional considerations when separated from parent/guardian	- Support child care facilities including schools with physical supports to shelter in place when safe to do so - Recognize that licensed child care programs have emergency plans (including reunification plans) and licensed <u>exempt</u> child care programs do <i>not</i> have the same requirements for emergency plans and may need additional support - Coordinate with child care provider or school on medical needs of children/youth based - Ask children and youth with pets or service animals what type of assistance they need to care for their animals	Transport children with medical needs to service provider as needed		
RESOURCES				
	- Internet: Hot spots, Jet packs, Amateur Radio Emergency Services (ARES) Teams, Basic Earthquake Emergency Communication Node (BEECN) Sites, Black box - Transportation: some child-based providers, churches and hotels have vehicles, some are specialized for children with disabilities - Plans with specialized transportation and care: Licensed child care and school programs emergency and reunification plans; FAC; Multnomah County Reunifications Plan; Pediatric Surge Plan			

Recovery

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
GUIDANCE				
	• Rebuild/open educational facilities as soon as possible • Consider health impacts from disrupted health care systems (i.e., missed doctor appointments, therapy, immunization, medications, etc.) • Connect children, parents/guardians and families to age-specific mental health supports, including language and culturally-specific supports • Provide mental health screening for children and youth and associated mental, behavioral and emotional support resources; and repeat screenings to aide in long-term recovery • Connect targeted case management for at-risk children and youth and their families • Increase local food, economic and shelter supports • Identify who is not accessing recovery resources and provide targeted outreach through trusted community groups and case managers • Work with children, youth, families to identify appropriate memorial and remembrance activities			
	• Provide opportunities for these age groups to have roles in recovery activities • Retain connection to school • Connect to new education opportunities • Retain connection to work • Connect to new work opportunities • Provide advocates to identify needs of these age groups			

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
	• Connect parents/guardians to ways to access infant and child specific supplies that were damaged in the disaster (cribs, toys, formula, diapers, etc.) • Provide replacement food benefits • Prioritize community recovery funding for childcare organizations to support continuity of care and structure for infants and children • Assist families in navigating recovery resources • Provide services for children with special needs, spectrum disorders, etc.	• Identify and connect children, youth and families to educational supports • Identify and connect children, youth and families to physical health supports		• Post support groups on social media • Connect to safe and stable housing • Help navigate systems to access disaster resources

	Ages infant to 5 years	Ages 6 to 12 years	Ages 13 to 17 years	Ages 18+ years
RESOURCES				
	• ASQ-SE questionnaire to assess social/emotional needs • Pediatric medical and mental health providers (i.e. school-based, county clinics, private, home visiting programs, Dougy Center) • Oregon Health Plan Flexfunds • Long Term Recovery Group • Social Media • Schools and childcare providers • Utility companies • Chamber of Commerce • COADs • Faith-based organizations • Food: Food Bank, Salvation Army • Community organizations that provide housing support/funding (i.e. Northwest Family Services, Ant Farms, Catholic Charities, B-Line, OHP Flex Funds, etc.) • Cultural organizations • Community champions • Art community • NOVA • FBI Victim's Advocates			

2.7 Roles and Responsibilities

Many partners will be involved in supporting the unmet needs of children and youth in disaster events. In addition to local governments, state and federal agencies will have a role; as will cooperating agencies, facilities hosting children and youth, community partners, private-sector business and the community.

To deliver an effective response, roles and responsibilities must be clearly delineated between county departments, local municipal jurisdictions, state and federal agencies and cooperating agencies with a role in response. In addition, all of the responding agencies must respond in a coordinated manner to ensure critical disaster services and resources are executed as efficiently and as safely as possible.

2.7.1 EOC Organizational Structure

Achieving an organized and efficient approach is facilitated through utilization of the Incident Command System (ICS). ICS provides a standardized approach to incident management and helps organize response agencies under a top-down, modular organization that is flexible based on the scope of the incident. In addition, under ICS there is a well-defined process for setting response objectives and communicating those objectives throughout the response organization. The county will coordinate response using the ICS structure to effect an organized and timely mass response.

2.7.2 Counties

Counties will be responsible for coordinating emergency management operations to address unmet needs of children and youth impacted by disasters across their respective county.

A County liaison or agency representative may be provided to organizations that serve children and youth and are sheltering in place or to local/state/federal agencies that establish critical disaster operations for children, youth and families. In aviation incidents, a County liaison may be sent to the impacted airport(s).

Responsibilities of specific county departments are located in each county's Appendix.

[Appendix A: Multnomah County](#)

[Appendix B: Clackamas County](#)

2.7.3 Cooperating Agencies

Each county is supported by a variety of cooperating agencies that provide support for children and youth through coordination of emergency functions within their own authorities/jurisdictions or are able to provide additional resources to support county response activities.

2.7.4 Municipalities

Local municipalities within each county rely on the county to coordinate mass care activities and family reunification services. As such, the cities defer to the county to coordinate all ESF 6 Mass Care operations. The county will coordinate with each jurisdiction to determine best and highest use of resources within that community.

2.7.5 Special Districts and Private-sector Organizations

Special districts and the private sector are crucial in the community's overall recovery.

Each county hosts special districts, such as school districts, that have been granted authority to oversee specific critical functions for the community, such as providing transportation and public works services. Each county also contains a strong private-sector community that provides water, power, communication networks, transportation, medical care, security and numerous other services on which reunification service operations are dependent. General responsibilities of special districts and businesses pertaining to disaster operations supporting children and youth include:

- Establishing mutual aid and assistance agreements to provide specific family reunification capabilities.
- Participating as support or cooperating partners in relevant ESFs.
- Providing assistance (including volunteers) to support local emergency management and public awareness.
- Coordinating and providing status information through appropriate channels to the EOC.

2.7.6 Community Partners

Community partners, including non-governmental organizations, play enormously important roles in response operations. These partners provide counseling services and other vital support services to bolster the response and promote recovery. Community partners collaborate with responders, governments at all levels and other agencies and organizations. Some emergency-related roles of community partners include:

- Training and managing volunteer resources including spontaneous and unaffiliated volunteers.
- Identifying and distributing needed supplies.
- Providing critical supplies such as cleaning supplies, clothing and food.
- Identifying those whose needs have not been met and helping coordinate the provision of assistance.
- Provide cultural guidance on community-based needs.

2.7.7 Individuals and Households

Spontaneous volunteering and donations from individuals and households provide community-level support to operations such as Disaster Resource Centers (DRCs), family reunification efforts and aid in the overall recovery of the community.

2.7.8 State Government

State agencies provide regulatory guidance and technical assistance for mass shelter and family reunification operations.

The State of Oregon emergency organization can be activated through the Oregon Department of Emergency Management (OEM). The state provides direct state-agency support to the local level and serves as a channel for obtaining resources from within and outside the state structure, including the assistance provided by other states through the Emergency Management Assistance Compact and by federal agencies. Local resources (personnel, equipment, funds, etc.) will be exhausted or projected to be exhausted before a county requests state assistance.

A state agency may send a liaison or agency representative to coordinate with the county.

2.7.9 Federal Government

Federal agencies support disaster operations by providing operational assistance, disaster assistance funding, regulatory oversight and technical assistance.

Federal response partners are typically requested by OEM in the event that state resources become limited or specialized services are needed. In most instances, federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the federal level follow the State of Oregon EOP and, if necessary, the National Response Framework.

The Federal Bureau of Investigations' Office for Victim Assistance may be deployed to a terrorist incident and assist in reunification efforts.

A federal agency may send a liaison or agency representative to coordinate with the county.

3. FINANCE, ADMINISTRATION AND LOGISTICS

Finance, administration and logistics operations will be conducted in alignment with County policies and procedures.

See [Appendix A](#) for Multnomah County

See [Appendix B](#) for Clackamas County

4. OPERATIONAL COMMUNICATION AND COORDINATION

Operational communication and coordination will be conducted in alignment with County policies and procedures.

See [Appendix A](#) for Multnomah County

See [Appendix B](#) for Clackamas County

5. DOCUMENT MAINTENANCE

5.1 Maintenance

For this guidance to maintain viability, the document will be reviewed and updated by each respective County every five years. County staff and partners will be trained on the content prior to a disaster.

5.2 Review

During the five-year review, Multnomah County Emergency Management and Clackamas County Disaster Management will determine if guidance updates will be done in unison to maintain a regional perspective, or if resources and bandwidth necessitate separate updates. Separate updates will result in two sets of guidance, one specific to Clackamas County and one specific to Multnomah County.

The guidance will be updated based on organizational changes, new policies and guidance and lessons learned from actual disaster events that impact children and youth. Changes made to the guidance will be noted on the guidance changes log ([Record of Change](#)).

APPENDIX A: MULTNOMAH COUNTY

2.6 Roles and Responsibilities

2.6.2 Counties

County Office of Emergency Management

- Facilitate coordination between all entities involved to support critical disaster services for children, youth and their families.
- Activate the local EOC, as appropriate, to serve as the central coordination facility for all activities related to children and youth.
- Notify local, regional and state emergency management agencies, as applicable, of the activation of critical disaster services and resources.
- Assist in securing assets, including people and supplies, defined as critical to provide disaster resources to children and youth in a disaster.
- Assist with coordination with other ESF teams to support operations.

County Human Services Agency

- Ensure coordination of ESF 6 related functions.
- Coordinate child and youth services for the public.
- Provide assessment and emergency-related case management services.
- Coordinate the delivery of health and welfare services.
- Identify the need for assistance for individuals with health, medical, access and/or functional needs.

County Health Department

- Assess health and medical needs.
- Provide disaster behavioral health.
- Provide environmental health inspection of necessary facilities.
- Support Coordinated Call Center operations.
- Perform mass fatality operations.
- Ensure coordination of healthcare systems in response efforts.
- Ensure coordination of ESF-8 related functions.

County Community Justice Department

- Provide advocacy services to victims of crime.
- Assist with crime victims assistance application.

County Community Services Department

- Support pets with their owners at DRCs, including Family Reunification Centers (FRCs).
- Provide reunification services for pets and pet owners.

County Assets Department

- Assist in acquiring suitable space for DRCs, including family reunification services.
- Employ county facilities, fleet and distribution resources to establish a logistical supply chain for operations.
- Provide IT support for DRCs and reunification operations.
- Ensure security of all electronic personal identification information for individuals within DRCs and reunification operations, including staff, clients and the deceased as appropriate.
- Provide a representative to the EOC.

Joint Office of Homeless Services

- Coordinate support services for children and youth experiencing homelessness.
- Coordinate outreach services.

Library

- Provide staff to county-managed DRCs and reunification efforts.
- Coordinate enhanced availability of information technology for public usage through provision of computer labs and additional staffing as needed.
- Support Coordinated Call Center operations with Library call center staffing.

Communications Office

- Provide accurate, coordinated, timely and accessible information to affected audiences, including governments; media; the private sector; and the local populace, including children, individuals with disabilities and/or access and functional needs and individuals with limited English proficiency.
- Activate and oversee the Coordinated Call Center and Website modules.

Sheriff's Office

- Serve on the FRC and Shelter site selection team to identify potential security issues when the site is being selected.
- Provide consultation and on-site security for all locations hosting family reunification and shelter activities.

Disaster Policy Group

- Make policy-level decisions related to children and youth. Policy-level decisions may include: activating the FRC Plan, Mass Shelter plan, multi-jurisdictional coordination, cooperative purchasing or contracting, among other things.

County Executive's Office

- Provide signature authority for legal documents, including mutual aid agreements with neighboring jurisdictions, inter-local agreements and notices to proceed with contracted service providers.

3. FINANCE, ADMINISTRATION AND LOGISTICS

3.1 Finance

All departments and agencies will maintain records of personnel (paid and unpaid volunteers), equipment and material resources used to comply with this guidance. Such documentation will be used to support reimbursement from any state or federal assistance that may be requested or required.

3.2 Documentation

Accurate and complete cost tracking is critical to obtain assistance for disaster-related costs. Emergency protective measures can be eligible for reimbursement. If the incident allows for warning, public entities will begin tracking costs once the threat has been identified. If there is no warning, public entities will begin tracking costs as soon as possible. Counties will coordinate with state and federal agencies to obtain disaster-specific cost tracking spreadsheets and templates. By the end of each operational period, all departments and agencies will report supply utilization to the EOC.

4. OPERATIONAL COMMUNICATION AND COORDINATION

4.1 Direction and Control

The ultimate responsibility for command and control of Multnomah County and resources lies with the county elected officials; however, the Emergency Management Director will maintain direction and control of the County's emergency operations, unless otherwise delegated. County emergency operations, both on-scene and in the county EOC, will be conducted in a manner consistent with the NIMS.

Policy Groups will provide policy guidance and establish overarching priorities. The group also defines critical information requirements and sets thresholds for making certain policy actions or decisions.

If an incident occurs in an incorporated area, the city in which it occurs has the jurisdictional authority and primary incident management responsibility. During a county-declared disaster, control is not relinquished to state authority but remains at the local level for the duration of the event. If the incident impacts both unincorporated and incorporated areas, the County and impacted cities may share responsibility. The County will respond to city requests for assistance, manage critical resources and coordinate with outside agencies, adjoining counties and OEM.

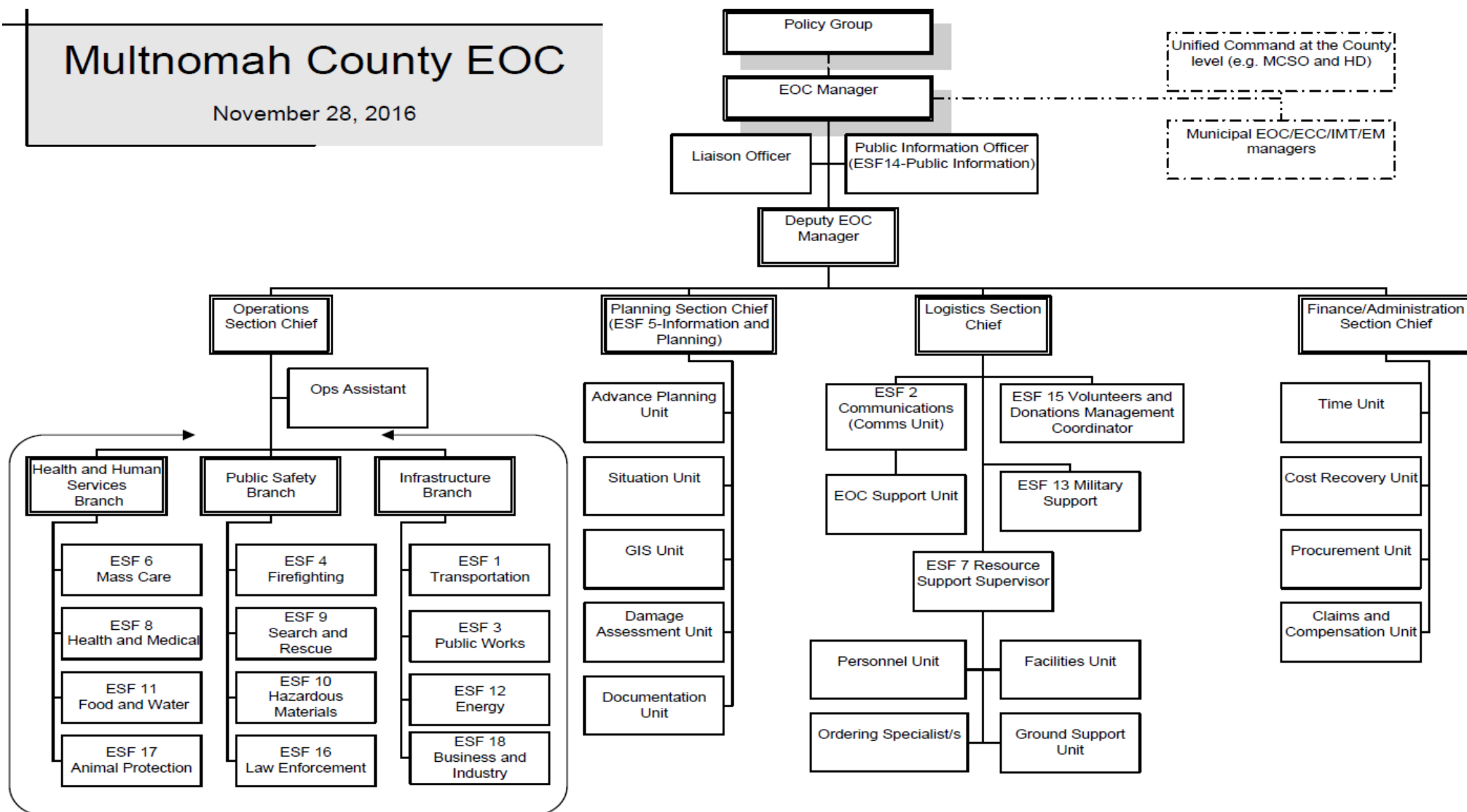
4.1.1 Emergency Operations Center

Jurisdictions with incident management responsibility are likely to activate their EOCs during an incident within their purview. EOC staff will coordinate resources, share incident information, conduct multi-agency planning and operate the Joint Information System. All participating agencies/jurisdictions will collaborate to establish and maintain a common operating picture.

The EOC provides a central location for emergency management operations and coordination between cities and unincorporated areas, as well as coordination with neighboring jurisdictions, NGOs, private industry, the State of Oregon and any federal responses within Multnomah county.

The organizational structure in [Figure 2: Possible Multnomah County EOC Structure](#) provides an example of how the EOC could be organized.

Figure 2: Possible Multnomah County Emergency Operations Center Organizational Chart



4.2 Coordination

The following ESFs may lead or support activities that impact children and youth in disasters:

- **ESF 1 Transportation:** Provides transportation that is accessible to all children and youth.
- **ESF 3 Public Works:** Coordinates public works, utilities and sanitation services at locations where children and youth need to shelter in place.
- **ESF 6 Mass Care:** Coordinates the delivery of mass care, emergency assistance, temporary housing and human services to children, youth, their families and to service providers in the care of children/youth that have been separated from parents/guardians.
- **ESF 7 Resource Support:** Helps secure personnel, equipment and supplies to support children and youth.
- **ESF 8 Public Health and Medical:** Coordinates public health, environmental health and medical consultation, technical assistance and support, including behavioral, emotional and mental health support focused on the pediatric, adolescent and youth population.
- **ESF 11 Food and Water:** Supports food and water needs for children and youth.
- **ESF 14 Public Information:** Shares information with the public and service providers in the care of children and youth that have been separated from their parents/guardians about where to find information about situational awareness and critical disaster resources such as reunification efforts, DRC locations and emergency supplies for children, youth and their families.
- **ESF 15 Volunteer and Donations:** Manages and oversees volunteers supporting children, youth and families. Coordinates the receipt of physical and non-physical donations for children, youth and families.
- **ESF 16 Law Enforcement:** Coordinates with onsite security and 911 assistance as needed to support the safety of children, youth, families and service providers.
- **ESF 17 Animal Services:** Provides shelter and other services to animals.

The Operations Section Chief may decide to create an Interagency Task Force (ITF) to focus specifically on children and youth-related missions or tasks. ITFs follow ICS principles. An ITF has a designated leader who exercises command authority through delegation of authority from the primary responsible agency. ITFs may fall under an ESF or under a separate branch in the operations section. ITFs may also be deployed to assist under a city's EOC/ECC.

4.2.1 Situational Awareness

ESFs tasked with providing children and youth critical disaster services will provide situational updates on disaster operations to the appropriate ESF Section Lead at the EOC. Some of the information that would be documented includes but is not limited to:

- Status of current conditions
- Imminent threats to children and youth
- Environmental Concerns
- Resource needs, such as:
 - Food and water
 - Sanitation
 - Utilities
 - Assistance to children and youth with disabilities and other access and functional needs
 - Medical services
 - Behavioral, emotional and mental health services
 - Family reunification
 - Transportation
 - Public information

4.3 Resources and Logistics

Multnomah County will conduct disaster operations within areas under its authority to the greatest extent possible using internal resources, mutual aid, or contracted services. In the event that the county needs additional resources to conduct shelter operations, the county can request assistance from the State of Oregon. The county is responsible for prioritizing resources for disaster operations in support of the following priorities:

1. Protecting human life, safety and health
2. Protecting property and the environment
3. Restoring utilities and essential government functions
4. Supporting regional coordination among all levels of government

The county will prioritize resources based on critical needs to the greatest extent possible to support a responsible and equitable distribution of resources.

4.4 Communication

If widespread damage has impacted telecommunications infrastructure, telecommunications service could be disrupted for weeks to months. This includes disruption to telecommunications systems used to communicate between the EOC and response operations, including DRCs and other critical disaster services that support children and youth.

Until traditional communication methods are available, the county will rely heavily on alternative communication systems, such as amateur radios. Multnomah County will be limited by the communication equipment and trained personnel available. The EOC manager will determine communication priorities to support response efforts. Two-way communication between the EOC and response operations such as DRCs and reunification locations will be a high priority for these alternative systems and trained operators. These systems will be imperative in transmitting situation status reports, resource requests and other information. Each DRC and reunification location will communicate status to the EOC at agreed-upon intervals.

4.5 After Action and Improvement Plan

All actors involved in supporting disaster services and operations for children and youth will be invited to participate in an After Action Meeting and the creation of the After Action Report (AAR) and Improvement Plan.

APPENDIX B: CLACKAMAS COUNTY

2.6 Roles and Responsibilities

2.6.2 Counties

Disaster Management

- Monitor developing or occurring hazardous events, evaluate the need for activation of the EOC or DOCs, confer with department representatives and issue notifications for EOC activation.
- Establish a Mass Care Branch in the EOC as needed. Assist in multi-agency/jurisdictional and resource coordination.
- Prepare and maintain a resource inventory that includes children and youth specific resources and emergency contacts.
- Maintain a liaison with emergency volunteer groups and private agencies that can advocate for children and youth specific needs.
- Coordinate on-scene operations at mass fatality incidents, morgue operations and Family Assistance Centers.
- Collect and maintain documentation related to the management of activities supporting children and youth.
- Provide assistance to Health, Housing & Human Services (H3S) as requested to support children and youth with Access and Functional Needs.

Health, Housing & Human Services (H3S)

Social Services

- Lead and coordinate ESF 6: Mass Care related function.
- Plan and coordinate with community partners to set up emergency shelter spaces for children and temporary housing.
- Coordinate volunteer registration and placement for shelter staff.
- Provide fixed, mobile and bulk distribution of food to children and youth, as well as their care providers and guardians.
- Provide resources and information via the Information and Referral line, including resources for housing, food and basic needs for households and individuals unable to access Red Cross services.
- Coordinate transportation services specific to the needs and safety of children with county partners.

Public Health

- Lead and coordinate ESF 8: Health and Medical related functions.
- Assess health and medical needs.
- Coordinate health and medical staffing. Request medical staffing response through Medical Reserve Corps (MRC) volunteers as necessary.
- Coordinate environmental health services with local, regional and state agencies to ensure safety of food, water and wastewater systems, particularly at shelter operations for children and youth.
- Support coordination of mass care, sheltering and behavioral health services.
- Serve as liaison with hospitals, extended care facilities, mass care shelter locations, EMS providers and other agencies supporting children and youth.

Behavioral Health

- Ensure mental health crisis intervention and emotional support is provided to children and youth, as well as their care providers and guardians.
- Coordinate with the Public Information Officer to develop emergency behavioral health information for dissemination to employees and the public.
- Provide emotional support and resources for emergency workers and personnel supporting children and youth.
- Serve as a liaison to other groups/organizations with the capability of providing behavioral health and emotional support services to children and youth.
- Provide recovery support services including follow-up treatment plans or proposals for crisis counseling programs to children and youth, as well as their care providers and guardians.

Health Centers

- Maintain medical, behavioral health and dental services to patients by providing access to critical medications and acute-care medical services that can be provided in an ambulatory settings.
- Coordinate, staff and implement points-of-distribution of vaccines/other critical medications or health services in an emergency situation to children and youth.

Public & Government Affairs

- Manage public information, government relations and community engagement as it pertains to children and youth.

- Serve as points of contact for cities and special districts to relay and receive information and important updates during emergencies that impact children and youth.
- Leverage existing cable and video resources to amplify communications efforts to provide situational awareness and status updates related to children and youth.

Sheriff's Office

- May provide security at shelter facilities and reunification sites where necessary or upon request and support back-up communications if needed.
- Support emergency operations including, traffic control, prevention of threats, protection of population, evacuation, wellness checks and damage assessment.

Department of Transportation and Development (DTD)

- Coordinate with ESF 6 agencies to support shelter operations for persons with service animals. Assess the need and coordinate food and water resources for animal shelter operations.
- Coordinate garbage and recycling services for shelters and food/water distribution centers.
- Assist with transportation options and resources for children and youth.
- Provide building inspection for structural safety of sheltering sites and buildings being used for coordination of emergency operations.

3. FINANCE, ADMINISTRATION AND LOGISTICS

3.1 Finance

Emergency management operations will be supported by administration and financial procedures, processes, resources and personnel. In many cases, department representatives will use the same procedures and processes during emergency operations that are used during daily operations to manage similar functions. In other cases, unique emergency-related procedures and protocols may be accessed or developed to meet the needs of an emergency.

3.2 Documentation

During an emergency, all financial actions are required to be documented for the purposes of tracking all expenditures and providing appropriate documentation for possible reimbursement. Representatives from the County's Finance Department will staff the Finance Section of the EOC to ensure that all finances are tracked and accounted for during emergency operations using procedures and protocols that are implemented during normal

day-to-day operations. Considerations for services and procedures related to Finance and Administration include:

- Tracking and documentation of expenses
- Managing both financial and in-kind donations
- Procuring necessary equipment, resources and additional support
- Tracking and documentation of County Employee working hours
- Managing compensation and claims related to emergency operations

All emergency expenditures must be documented and approved by the Incident Commander or appropriate budget authority. In the event that the Incident Commander is not available, all expenses are to be approved by the Disaster Management Director or designated successor.

4. OPERATIONAL COMMUNICATION AND COORDINATION

4.1 Direction and Control

During a County-declared disaster, control is not relinquished to State authority but remains at the local level for the duration of the event. The ultimate responsibility for emergency coordination of County departments and resources lies with the County Administrator. However, the Disaster Management Director will maintain direction and control of the County Disaster Management Structure unless otherwise delegated. County disaster operations, both on-scene and in the County EOC, will be conducted in a manner consistent with the NIMS, including use of ICS structure.

4.1.1 Emergency Operations Center

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, or when the incident may grow beyond the normal functions of County departments, the County may activate the EOC and assign an EOC Command and establish Unified Command. The EOC will support on-scene operations and coordinate County resources.

The EOC supports incident response activities including tracking, management and allocation of appropriate resources and personnel and may serve as a Multi-Agency Coordination Center if needed. The EOC will be activated upon notification of a possible or actual emergency. The ICS provides a flexible yet standardized core mechanism for coordinated and collaborative incident management, whether for incidents where additional resources are required or are provided from different organizations within a single jurisdiction or outside the jurisdiction.

Figure 3: Clackamas County EOC Organizational Chart:

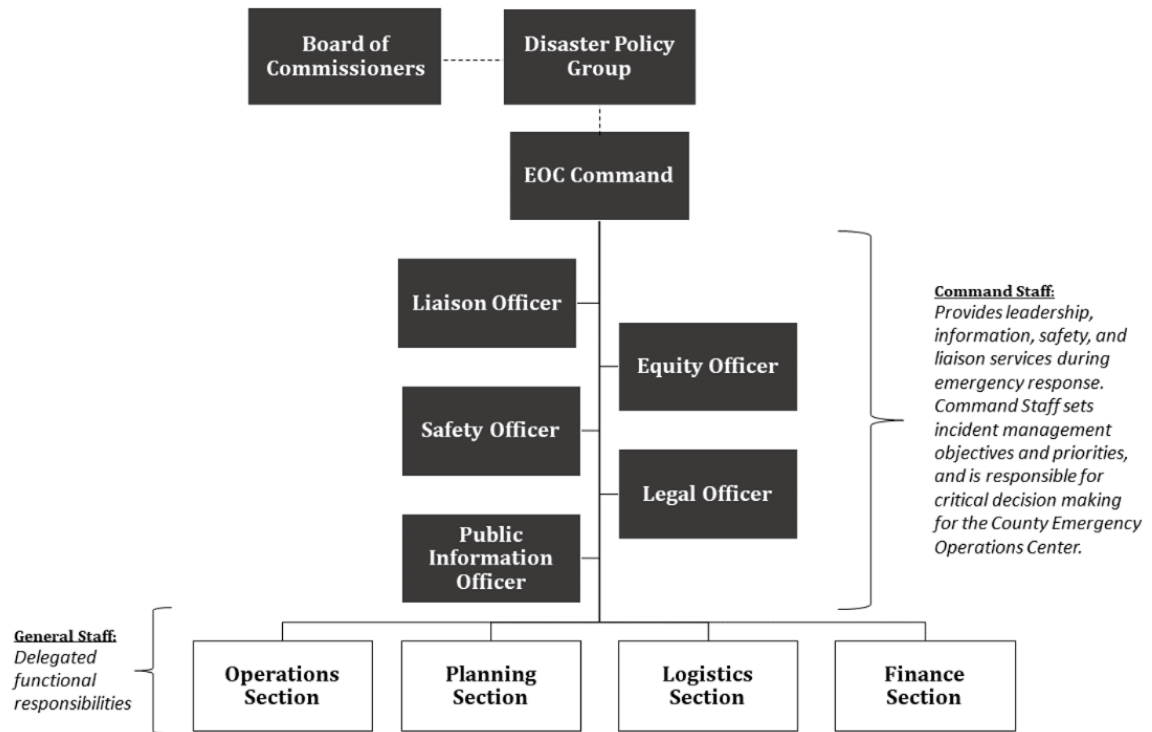
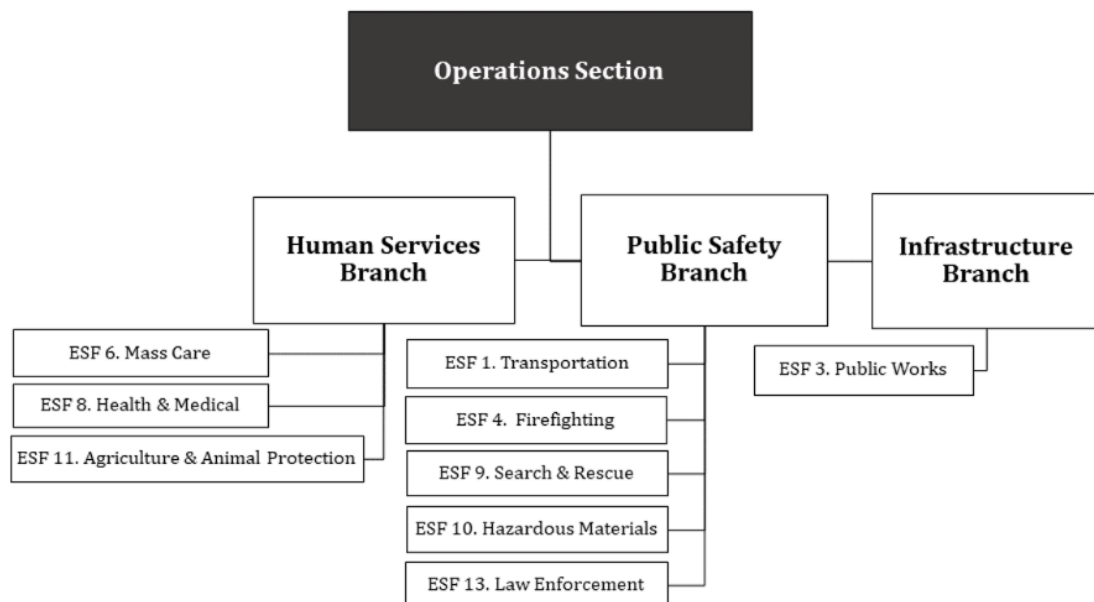


Figure 4: Clackamas County Operations Sectional Organizational Chart, ESF outlined



4.2 Coordination

H3S is the lead agency for the Human Services Branch and will provide a Branch Manager if the EOC is activated. The Human Services Branch is responsible for providing mass care and shelter for disaster survivors and coordinating the provision of food, water and other basic resources. This Branch would likely be the most heavily relied upon for supporting children and youth in the event of a disaster and includes ESF 6: Mass Care and ESF 8: Health & Medical.

The following ESFs and Support Annexes (SA) may lead or support activities that impact children and youth in disasters:

- **ESF 1 - Transportation:** coordinates transportation needs during a major emergency or disaster.
- **ESF 2 - Communication:** coordinates governmental and non-governmental organizations that provide the communications and information technology capabilities necessary to support response efforts.
- **ESF 6 - Mass Care:** supports the efforts of City and tribal governments and nongovernmental organizations to address the mass care, emergency assistance, temporary housing and human services needs of people impacted by disasters.
- **ESF 8 - Health and Medical:** Coordinate health inspections of mass care facilities; coordinate sheltering of populations with medical needs.
- **ESF 11 - Agriculture and Animal Protection:** Provide care and shelter for animals including service animals, pets and livestock.
- **ESF 13 - Law Enforcement:** Provide onsite security and 911 assistance as needed.
- **ESF 15 - Public Information:** Inform the public about mass care operations.
- **ESF 16 - Volunteer and Donations Management:** Coordinate volunteers and donated goods to support mass care operations.
- **SA 1 - Evacuation:** establishes the framework for the County to plan and conduct evacuation of individuals from at-risk hazard areas to a safe location.
- **SA 2 - Behavioral Health:** provides guidance for remediating the behavioral health impact of a disaster in Clackamas County.
- **SA 4 - Public Health:** outlines how Clackamas County will respond to public health emergencies caused by existing or emerging health threats such as communicable diseases, which include water-, vector- and food-borne diseases; toxins; bioterrorism events; natural disasters and technological disasters.
- **SA 5 - Disaster Sheltering:** describes the responsibilities and actions of organizations and agencies required for the coordination of a disaster shelter response in the County.

4.2.1 County

The County has jurisdictional authority and primary incident management responsibility for response operations in the unincorporated area. If the incident impacts both unincorporated and incorporated areas, the County and impacted cities share responsibility. The County will respond to city requests for assistance, manage critical resources and coordinate with outside agencies, adjoining counties and the Oregon Office of Emergency Management. All jurisdictions with incident management responsibility are likely to activate their EOCs during an incident requiring extensive sheltering or mass care. EOC staffs will coordinate resources, share incident information, conduct multi-agency planning and operate the Joint Information System. All participating agencies/jurisdictions will collaborate to establish and maintain a common operating picture.

4.2.2 Cities

Cities are asked to notify the County immediately if they anticipate implementing mass care, disaster sheltering, or food/water distribution operations. If cities need County assistance, they can request it through mutual aid assistance or by submitting an Emergency Declaration to the county requesting assistance. The County will alert adjoining jurisdictions and coordinate critical resources, emergency declarations and emergency measures.

4.2.3 Regional

Clackamas County participates in the Inter-County Omnibus Mutual Aid Agreement that provides a framework for counties to request mutual aid resources from each other in emergencies. Emergency assistance may include resources such as personnel, equipment and supplies, or the direct provision of services. A copy of the agreement and current participants is available in the EOC library.

The Intra-State Mutual Assistance Compact provides for non-reimbursable assistance among local governments. To receive reimbursement for resource assistance provided under this statute, participants must agree to a reimbursement request in writing before resources are dispatched.

4.2.4 State and Federal Assistance

The Oregon Department of Human Services will assist in obtaining supplemental resources to meet emergency needs. If the County needs resources beyond those available (including mutual aid), Command will recommend that the Board of County Commissioners enact an emergency declaration requesting state assistance.

OEM will assist in obtaining supplemental resources to meet emergency needs when an Emergency Declaration is enacted.

4.2.5 Situational Awareness

Situational awareness is necessary to maintain a common operating picture among response agencies and provide the basis for emergency alert and warning (when an incident alert is not received by an outside agency). Situational awareness is the ongoing process of collecting, analyzing and sharing information across agencies and intergovernmental levels and the private sector.

On a day-to-day basis, the County, primary agencies and supporting response agencies will:

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of incident severity and needs.

If activated, the EOC Planning Section Chief will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, Clackamas County Sheriff's Office (CCSO) will notify the Oregon Terrorism Information Threat Assessment Network Fusion Center (OTFC). During a terrorist incident, the OTFC will support situational awareness.

4.3 Resources and Logistics

The Logistics Section Chief is responsible for obtaining, allocating and tracking ordered resources to support emergency operations. When fully staffed, the Logistics Section Chief may activate some or all units, which could include the Communications Unit, Food/Facilities Unit, Ground Support Unit and Fuel Unit. Depending on the incident's type and size, these units can be divided into two branches: Service and Support.

For additional information on resources and logistics, please refer to Clackamas County's "ESF 7 - Logistics Management and Resource Support" annex document.

4.4 Communication

The ability of responders from different agencies and disciplines to work together depends greatly on their ability to communicate with each other. The use of common terminology enables emergency responders, EOC personnel and County staff, as well as personnel from neighboring jurisdictions or the State, to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity. The County has established a public warning and broadcast system to provide emergency information and instructions during a pending or actual emergency incident or disaster.

All communication-related activities will be performed in a manner that is consistent with the NIMS and the Robert T. Stafford Disaster Relief and Emergency Assistance act.

For additional information on communications, please refer to Clackamas County's "ESF 2 - Communication" annex document.

4.5 After Action and Improvement Plan

It is expected that all actors activated to support children and youth services and operations would participate in the After Action Meeting and the creation of the AAR and Improvement Plan, as appropriate.

APPENDIX C: DIVERSITY, EQUITY AND INCLUSION TOOLS

The project's DEI Group and Advisory Team tailored the Multnomah County Equity Lens to this project. The result is a long version that was applied by the DEI Group, Advisory Team and Project Management Team throughout the planning process. A shorter version was applied to the focus groups and exercise, modified slightly for each. The goal of these tools is to ensure the final document and the planning process were centered around the children and youth who experience barriers to accessing disaster resources and are hit hardest by disaster events in Clackamas and Multnomah Counties.

DEI Long Lens

People

- Does the guidance support all children/youth, including those with disabilities and those with access and functional needs, inclusive of communication and language needs? If not, who does the guidance not support?
- How are children and youth positively and negatively affected by the guidance?
- What barriers do children/youth have to access the guidance or resources listed in the guidance?
- Are children/youth traumatized or re-traumatized by the guidance or resources in the guidance?
- How does the guidance account for children's and youth's need to be productive, independent and feel valued?

Place

- How does this guidance minimize children's/youth's exposure to hazards?
- How does this guidance account for children's/youth's emotional and physical safety?
- How are public resources and investments distributed equitably?

Process

- Can this guidance or resource be modified reasonably to meet a child's/youth's need around disability or language translation in accordance with legal authorities?
- How are we meaningfully including or excluding children/youth in the planning process, especially those with disabilities and those with access and functional needs, inclusive of communication and language needs?
- What policies, terminology and social relationships contribute to barriers, especially for children/youth with disabilities and those with access and functional needs, inclusive of communication and language needs?
- What processes or services may be traumatizing, or re-traumatizing and how do we improve them? And what processes promote healing and recovery?

Power

- What are the barriers to developing a guidance that is equitable and accessible for all children and youth?
- Who is accountable?
- Is there a system in place to check and balance the decision-making structure, in both the planning process and in emergency operations?
- How is this guidance shifting the power dynamics to better integrate voices and priorities of children and youth with disabilities and those with access and functional needs, inclusive of communication and language needs?

DEI Short Lens

1. Who is impacted positively or negatively by this service, resource, process or guidance?
2. What barriers exist to implementing this service, resource, process or guidance?
3. Are the most impacted and those who experience barriers to disaster services included in this service, resource, process or guidance? If not, why?

APPENDIX D: YOUTH SURVEY THEMES

Background and Methodology

- Developed with input from the Advisory and DEI Teams.
- Dispersed to youth ages 13-25 years old by members for the Advisory, DEI and Planning Team.
- Open month of September, closed early due to compromised submissions (bots/scripts). Submissions were validated and then followed by targeted outreach until the end of month.
- Approximately 40 questions, including multiple choice, short answer, Likert scales and choice ranking. In English.
- Youth who completed the survey were provided a \$20 virtual gift card.

Representation

- 159 youth completed the online survey.
- 70% of youth who completed the survey are from Multnomah County and 28% are from Clackamas County, similar to census data at 66% vs. 34%. Folks who identify as White and Asian were represented similarly to the census data available.
- BIPOC youth were a focus. Youth who identify as Black were 18% of the survey respondents, whereas census data shows youth who identify as black account for 4% of the population.

Notable Results

- **Both groups (13-17 year olds and 18-25 year olds) identify communicating with family, medical supports and finding shelter as essential services** following an earthquake.
- **Communicating with friends and safety (human threats/physical)** were ranked as **very important**. On the opposite end, both identified **getting back to school and work** as **not important at all**.
- 18-25 year olds ranked safety (from human and physical) higher than 13-17 year olds.
- Both ranked **parent/guardian** and **other family** as **first** and **second most likely place** they would **turn for help**. In addition, both groups ranked **faith groups** and **organization/community groups** as the **lowest ranked** place they would turn for help.
- **Friends** the highest among where they would turn for help when separated from **their parents and guardians** with telecommunications issues present followed by workplace and school. Both groups ranked faith groups and organization/community groups as the lowest rank place they would turn for help. 13-17 year olds ranked school higher, while 18-25 year olds ranked work higher as a place they would turn for help.

- When asked **where they would find comfort** after going through the experience of an earthquake, youth ranked **“at home with parents/siblings”** overwhelmingly as extremely likely, followed by friends, my bedroom alone and my social media. “My faith community” and “youth group” were most frequently ranked as not at all likely.
- **18-25 year olds ranked social media the second highest under extremely likely for where they would find comfort**, whereas
- 13-17 year olds voted social media the fourth and evenly dispersed among the other options.
- When separated by ages, 13-17 year olds consistently rank “my faith community” as not likely at all.

APPENDIX E: REFERENCES

For the Baseline Assessment 97 local, regional, state and federal plans, articles, training resources and other documents were reviewed and informed the priorities for this guidance. For the full Baseline Assessment, including an overview of each resource and overarching themes, contact Multnomah County Emergency Management at em.dutyofficer@multco.us or Clackamas County Disaster Management at clackemdutyofficer@clackamas.us.

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APPENDIX F: IMPLEMENTATION GUIDANCE MEMO

This document captures recommendations for county emergency managers that emerged during the planning process and were outside the scope of this project. Recommendations are grouped into four categories that focus on supporting children and youth in disasters. Additional planning and preparedness recommendations identify priority areas for future funding. Training, Exercise, Hot Wash and Improvement Plan suggestions are more easily built into current standard operations. Each county will apply these as they are able, based on existing resources.

Additional Planning

- Include large groups of children who are separated from their parents and guardians in county and service provider emergency plans.
- Engage a wider range of schools as main partners when this guidance is updated.
- Identify vetted background checked professional fields that can staff children's areas in DRCs.
- Identify the lead entity to coordinate critical disaster services for children and youth in each county. This may be a position in the EOC.
- Coordinate with pediatric focused subject matter experts to determine how children and youth fare one, three and five years after a large disaster event. Identify priority needs in each stage of recovery.
- Develop a Community Asset Map and Disaster Playbook for Children and Youth in Disasters. Include sustainability and maintenance sections.
- Develop a Children and Youth Partner List with roles, responsibilities and resources, before, during and after a disaster.
- Consider this project's full stakeholder list in future planning efforts that involve children, youth and their families.
- Identify additional non-profit community partners and Faith-Based Organizations not included in this project's full stakeholder list in future planning efforts that involve children, youth and their families.

Preparedness

- Create a pre-disaster public messaging campaign focused on parents/guardians identifying who will care for their children after a disaster so they can return to work.
- Enhance current disaster messaging efforts with schools, explaining the importance of roles and responsibilities of all school departments.
- Support community organizations that serve children and youth, *especially those serving marginalized communities*, by:
 - Providing emergency planning support to community organizations.
 - Informing community organizations of preparedness funding opportunities.
 - Enhance coordination with COADs that serve children and youth.

Training and Exercise

- Enhance and expand coordination with schools on training and exercises that include children and youth.
- Incorporate large groups of children who are separated from their parents and guardians into training and exercises.
- Include disaster resources for families in training and exercises. (i.e., mental health supports).
- Add recovery of children, youth and families as a main component to relevant exercises.
- Enhance NET volunteer training to support response operations that serve children and youth.

Hot Wash and Improvement Plans

- Ensure representatives who serve as a voice for children and youth are included in Hot Wash and After Action reports after real world events.
- Identify the entity(s) responsible for leading improvements related to children and youth that are identified in post disaster Improvement Plans.