



# **Continuity Plan for DHHR Entities**

## **West Virginia Department of Health and Human Resources Bureau for Children and Families**

**April 2, 2018**

West Virginia Department of  
Health and Human Resources  
Bureau for Children and Families  
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## BASIC PLAN

### I. PROMULGATION STATEMENT

The Bureau for Children and Families' (BCF) mission is to provide an accessible, integrated, comprehensive quality service system for West Virginia's children, families and adults to help them achieve maximum potential and improve their quality of life. To accomplish this mission, BCF must ensure its operations are performed efficiently with minimal disruption, especially during all-hazard emergencies or other situations that disrupt normal operations. This document provides planning and program guidance for implementing the BCF Continuity of Operations Plan (COOP) to ensure the organization is capable of conducting its Mission Essential Functions (MEFs) under all threats and conditions.

BCF is committed to the safety and protection of its personnel, contractors, operations and facilities. This COOP Plan is a recovery plan that works as a companion plan with the West Virginia Department of Health and Human Resources plan, as well as the State of West Virginia Emergency Response Plan to provide a framework to minimize potential impacts and allow for rapid recovery from an incident that disrupts normal operations. This plan encompasses the magnitude of programs and services performed by BCF, and it is tailored to the organization's unique operations and MEFs.

This plan identifies key personnel that perform or lead the performance of MEFs. Key BCF personnel who are activated under this plan are collectively known as the Business Continuity Team (BCT). Upon plan activation, these members will deploy to the designated alternate facility. Upon arrival, BCT personnel will establish an operational capability and perform essential functions within 12 hours from the time of the activation of the COOP, for up to a 30-day period or until normal operations can be resumed.

This plan was developed in accordance with guidance provided in the *National Continuity Policy Implementation Plan*, dated August 2007; Continuity Guidance Circular 1 (CGC 1), *Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations)*, dated January 21, 2009; Continuity Guidance Circular 2 (CGC 2), *Continuity Guidance for Non-Federal Entities*, dated July 22, 2010.

\_\_\_\_\_ Date: \_\_\_\_\_

Linda Watts, Interim Commissioner  
West Virginia Department of  
Health and Human Resources  
Bureau for Children and Families

## **II. RECORD OF CHANGES**

Submit recommended changes to this document to the Assistant Commissioner of the Office of Planning, Research and Evaluation at BCF. The Record of changes will be maintained in Annex T1.

## **III. RECORD OF DISTRIBUTION**

The BCF COOP Plan will be distributed to BCF Management and key COOP personnel of BCF as deemed appropriate. Requests for additional copies of this plan or notification of updates should be directed to the Director of the Office of Planning, Research and Evaluation at BCF. The Record of Distribution will be maintained in Annex T2.

## **IV. PURPOSE, SCOPE, SITUATIONS, AND ASSUMPTIONS**

### **A. PURPOSE**

BCF's mission is to provide an accessible, integrated, comprehensive quality service system for West Virginia's children, families and adults to help them achieve maximum potential and improve their quality of life. To accomplish this mission, the BCF must ensure its operations are performed efficiently with minimal disruption, especially during a COOP or emergency event. This document provides planning and program guidance for implementing the BCF COOP to ensure the organization is capable of conducting its MEFs under all threats and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on the BCF mission, personnel, and facilities.

Essential functions are those functions, stated or implied, that are required to be performed by statute or Executive Order, to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial and economic base in an emergency, or other functions deemed essential by the heads of principal organizational elements. The prioritization of essential functions is accomplished by evaluating the Staffing Essential Functions document, located in Annex I. The overall purpose of continuity planning is to ensure the continuation and rapid restoration of the mission essential functions under all conditions. The changing nature of the current threat environment and recent emergency events, including acts of nature, chemical accidents, technological emergencies, and terrorist attack-related incidents, have increased the need for viable continuity capabilities and plans that enable organizations to continue their essential functions in an all-hazards environment and across a wide spectrum of emergencies. These conditions, coupled with the potential for terrorists' use of weapons of mass destruction have increased the importance of having continuity programs that ensure continuity of essential functions across all levels of government.

## **B. SCOPE**

This Continuity Plan applies to the functions, operations, and resources necessary to ensure the continuation of BCF's mission essential functions in the event its normal operations at the state office headquarters and/or district offices are disrupted or threatened with disruption. This plan applies to all BCF personnel at all BCF facilities. BCF staff must be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

## **C. SITUATION OVERVIEW**

By Executive Order each executive branch agency at the department and division level are required to prepare a COOP in order to ensure the state's ability to deliver essential services under any circumstance. To that end, by continuing the performance of essential functions through a catastrophic emergency, the BCF supports the ability of the State Government to perform essential functions (EFs), continue the continuity of government, and ensure that essential services are provided to the State's citizens. A comprehensive and integrated continuity capability will enhance the credibility of our state's security posture and enable a more rapid and effective response to, and recovery from, an emergency.

Further, continuity planning should be based on the assumption that organizations will not receive warning of an impending emergency. As a result, a risk assessment is essential to continuity planning. Risk-specific appendices that address the results of the BCF risk assessment are found later in the plan.

BCF continuity facilities were selected following an all-hazards risk assessment of facilities for continuity operations use. As to the extent that all emergency events are local, this responsibility rests within the Regional and District Office structure. The risk assessment should address the following for each continuity facility:

- Identification of all hazards
- A vulnerability assessment to determine the effects of all hazards
- A formal analysis by management of acceptable risk
- Sufficient distance between each facility location or threatened area and other facilities or locations that are potential sources of disruptions or threats
- Sufficient levels of physical security required to protect against identified threats
- Sufficient levels of information security required to protect against identified threats

Further, BCF has evaluated its daily operating facilities in accordance with inter-organization risk and safety standard operating procedures or applicable organization standards.

#### **D. PLANNING ASSUMPTIONS**

This Continuity Plan is based on the following assumptions:

- An emergency condition may require the relocation of the BCF's operations to an alternate facility
- The alternate facility will support BCF operations and the continuation of the BCF mission essential functions by available communications and information systems within 12 hours from the time the continuity plan is activated and for a period up to 30 days or until normal operations can be resumed
- The BCF regional operations are unaffected and available to support actions directed by the Commissioner or a successor. However, in the event that operations are not feasible due to the loss of personnel, the BCF will devolve to the nearest Regional or District office that is operational and has sufficient capacity to accommodate COOP operations.

#### **E. OBJECTIVES**

The continuity planning objectives for executive branch agencies are identified in the State of West Virginia Emergency Operation Plan located at <http://www.dhsem.wv.gov/resources/Pages/WestVirginiaEOP.aspx>

The BCF continuity objectives are listed below:

1. Ensure mission essential functions can be performed, if applicable, under all conditions.
2. Reduce the loss of life and minimize property damage and loss.
3. Execute a successful order of succession with accompanying authorities in the event a disruption renders the organization's leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities of office.
4. Reduce or mitigate disruptions to operations.
5. Ensure the BCF has facilities where it can continue to perform its essential functions, as appropriate, during a continuity event.
6. Protect essential facilities, equipment, records, and other assets, in the event of a disruption.



7. Achieve the organization's timely and orderly recovery and reconstitution from an emergency.
8. Ensure and validate continuity readiness through a dynamic and integrated continuity Training, and Exercise (TT&E) program coordinated with local emergency management authorities and the Bureau of Public Health's Center for Threat Preparedness.

## **F. SECURITY AND PRIVACY STATEMENT**

This document is For Official Use Only. Portions of the Plan contain information that raises personal privacy or other concerns, and those portions may be exempt from mandatory disclosure under the Freedom of Information Act (see 5 United States Code §552, 41 Code of Federal Regulations Part 105-60). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with West Virginia Executive Branch Privacy Policies WVEB-P100 and West Virginia Department of Health and Human Resources Confidentiality Policy No. 200 and is not to be released without prior approval of the Commissioner to the public or other personnel who do not have a valid "need to know".

Some of the information in this Plan, if made public, could endanger the lives and privacy of BCF employees, service providers and citizens who receive services. In addition, the disclosure of information in this plan could compromise the security of essential equipment, services, and systems of the BCF or otherwise impair its ability to carry out essential functions. Distribution of the Continuity Plan in whole or part is limited to those personnel who need to know the information in order to successfully implement the plan.

BCF will distribute copies of the Continuity Plan on a need to know basis. The plan will be distributed in electronic copy to the Executive Leadership and Management Team and the ERG and all BCF personnel by posting on BCF intranet website. In addition, copies of the Plan will be distributed to other organizations as necessary to promote information sharing and facilitate a coordinated inter-organization continuity effort. Further distribution of the plan is not permitted without approval from the Commissioner. The BCF will distribute updated versions of the Continuity Plan annually or as critical changes occur.

## **V. CONCEPT OF OPERATIONS**

### **A. PHASE I: READINESS AND PREPAREDNESS**

BCF will participate in the full spectrum of readiness and preparedness activities to ensure personnel can continue mission essential functions in an all-hazard/threat environment. The BCF readiness activities are divided into two key areas:

- Organization readiness and preparedness
- Staff readiness and preparedness

#### **Organization Readiness and Preparedness**

The BCF preparedness incorporates hazard/threat warning systems, which includes initial notification of an event or incident through a rapid notification system, phone tree, email or other communications systems. Each office of BCF maintains a staff contact matrix both in paper form and on a thumb drive or CD ROM for use during routine business and emergencies. Continuity Personnel Rosters are in the confidential section at Annex I.

#### **Staff Readiness and Preparedness**

BCF personnel will prepare for a continuity event and plan in advance for what to do in an emergency. It is suggested that BCF Personnel develop a Family Support Plan to increase personal and family preparedness. The [www.ready.gov](http://www.ready.gov) website provides guidance for developing a Family Support Plan and includes a “Get Ready Now” pamphlet that explains the importance of planning and provides a template that can be tailored to meet family-specific planning requirements.

The BCF Emergency Response Team (ERT) personnel will create and maintain drive-away kits in each Division or Office. ERT personnel are responsible for carrying the kits to the continuity facility or pre-positioning the kits at the continuity facility. A typical drive-away kit should contain those items listed in the table below.

BCF implemented the following procedures to maintain currency of the drive-away kits: All BCF personnel are expected to bring kits on annual notification exercises. Materials will be reviewed and updated annually or as needed when funds are available.

It is important to realize that while Food and Medicine are noted as drive away items they are particular to the individual. Continuity personnel do not store and maintain medical supplies and food for all individual staff members. FEMA has developed a family “Get a kit” for staff readiness that can be downloaded from <http://www.ready.gov>

## Drive-Away Kit

The following table lists suggested items for continuity drive-away kit contents.

Drive Away Kit	
<ul style="list-style-type: none"><li>• Identification and charge cards<ul style="list-style-type: none"><li>– Organization identification card</li><li>– Organization travel card</li></ul></li><li>• Organization Purchasing card</li><li>• Communication equipment<ul style="list-style-type: none"><li>– Organization cell phones</li><li>– Personal cell phone</li><li>– Laptop and tablet PC's</li><li>– Portable Printers and scanners</li><li>– Emergency radio</li></ul></li><li>• Hand-carried vital records</li><li>• Continuity Plan</li><li>• All necessary forms and reports to enable continued operations</li></ul>	<ul style="list-style-type: none"><li>• Map and Directions to continuity facility</li><li>• Maps of surrounding area</li><li>• Flashlight (S) and extra Batteries Employee Contact lists</li><li>• Emergency phone numbers and addresses</li><li>• Toiletries</li><li>• Chargers/extra batteries for phones, GPS, and laptop</li><li>• Bottled water and non-perishable food (i.e., granola, dried fruit, etc.)</li><li>• Emergency First Aid Kit</li></ul>

In addition, the BCF will conduct the following continuity readiness and preparedness activities:

1. Participate in local emergency management exercises that involve COOP activities
2. Ensure personal drive-away kits are stocked and maintained
3. Provide training and information on the COOP
4. Ensure that new staff are oriented to office specific COOP plans
5. Conduct local office emergency evacuation drills and office threat drills

## B. PHASE II: ACTIVATION AND RELOCATION

To ensure the ability to attain operational capability at continuity facilities and with minimal disruption to operations, the BCF will execute activation and relocation plans as described in the following sections.

### Decision Process Matrix

Based on the type and severity of the emergency situation, the BCF Continuity Plan may be activated by one of the following methods:

- (1) The Governor or the DHHR Cabinet Secretary may initiate the Continuity Plan activation for the entire Department of Health and Human Resources (DHHR), based on an emergency or threat directed at the State or the Department.
- (2) The Commissioner, or a Deputy Commissioner, may initiate the COOP activation for the entire Bureau for Children and Families (BCF), based on an emergency or threat directed at the organization.
- (3) The Regional Director, or Community Services Manager, may initiate the COOP activation for a Regional Office or Community Services District, based on a localized emergency or threat.

Continuity Plan activation and relocation are scenario-driven processes that allow flexible and scalable responses to the full spectrum of all-hazards/threats that could disrupt operations with or without warning and during work or non-work hours. Continuity Plan activation will not be required for all emergencies or disruptions, since other actions may be more appropriate.

The decision to activate the BCF Continuity Plan and related actions will be tailored for the situation and based on projected or actual impact and whether or not there is warning. To support the decision-making process regarding plan activation, key organization personnel will use the decision matrix below to support that process.

<b>Decision Matrix for Continuity Plan Implementation</b>		
	<b>Work Hours</b>	<b>Non-Work Hours</b>
<b>Event With Warning</b>	<ul style="list-style-type: none"> <li>• Is the threat aimed at the facility or surrounding area?</li> <li>• Is the threat aimed at organization personnel?</li> <li>• Are employees unsafe remaining in the facility and/or area?</li> </ul>	<ul style="list-style-type: none"> <li>• Is the threat aimed at the facility or surrounding area?</li> <li>• Is the threat aimed at organization personnel?</li> <li>• Who should be notified of the threat?</li> <li>• Is it safe for employees to return to work the next day?</li> </ul>
<b>Event Without Warning</b>	<ul style="list-style-type: none"> <li>• Is the facility affected?</li> <li>• Are personnel affected? Have personnel safely evacuated or are they sheltering-in-place?</li> <li>• What are instructions from first responders?</li> <li>• How soon must the organization be operational?</li> </ul>	<ul style="list-style-type: none"> <li>• Is the facility affected?</li> <li>• What are instructions from first responders?</li> <li>• How soon must the organization be operational?</li> </ul>

As the decision authority, the Commissioner will be kept informed of the threat environment using all available means, including the Bureau of Public Health, Center for Threat Preparedness Health Command Center, regional notification systems, Alert net systems, local emergency operations and state and local reporting channels and news media. The Commissioner will evaluate all available information relating to:

1. Direction and guidance from higher authorities
2. The health and safety of personnel
3. The ability to execute mission essential functions
4. Changes in threat advisories
5. Intelligence reports
6. The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment
7. The expected duration of the emergency situation

This information will be used by the BCF Leadership Team to determine if COOP activation is relevant, if the incident or event is of a scope or nature that only impacts BCF staff or a BCF facility, the Commissioner will inform the Department Secretary of findings and the decision to activate COOP for BCF.

**\*\*\*SPECIAL NOTE:** Incidents requiring immediate evacuation of 350 Capitol Street such as a bomb threat, active fire, smoke in building, etc. require staff to move to designated assembly locations for accountability and immediate (temporary) refuge. Leadership will then assess the situation and determine if further COOP activity is necessary.

### **Alert and Notification Procedures**

The BCF maintains plans and procedures for communicating and coordinating activities with personnel before, during, and after a continuity event.

Before an event, personnel in BCF will monitor advisory information, including the WVDHHR Employee Information Line, 304-558-9117 or 1-888-558-9117. In the event normal operations are interrupted or an incident appears to be imminent or upon direction of Departmental or Bureau leadership, the BCF will take the following steps to communicate the organization's emergency operational status with all staff:

- (1) The Commissioner or their designated successor will notify State, Regional and District Office Directors and Managers of the emergency requiring activation of the continuity plan
- (2) Upon activation of the Bureau's COOP, the Bureau's Leadership Team will notify its employees, the media, and the public concerning the situational details of the plan's activation. BCF will utilize the following methods of notification: telephone, email, instant messaging (IM).

- (3) The BCF Leadership Team will initiate the notification of the Continuity Personnel for relocation via Bureau of Public Health Rapid Notification System, telephone, email, instant messaging (IM). The BCF Leadership Team will initiate or coordinate public notification efforts with the DHHR Office of Communications utilizing the West Virginia 211 system and public service announcements.
- (4) Emergency Response Teams (ERT) will use call down lists, email, IM and the West Virginia Employee Information Hotline to notify all BCF staff. BCF Staff will report as directed or contact the ERT as to their situational status.
- (5) BCF will use its Intranet and Internet websites to disseminate information to staff and consumers.
- (6) COOP Advance Teams (CAT) will deploy to alternate facility locations to prepare the continuity site for the arrival of the Business Continuity Team should it become necessary for an office to relocate.
- (7) The BCF ERT personnel will notify family members, next of kin, and/or emergency contacts of Continuity Plan activation.
- (8) The resources identified in the above sections will be used extensively depending on operational availability during an emergency event to maintain contact with all BCF staff to apprise them of the operational status and reporting instructions. In the event these systems become inoperable, communications will switch to the Health Command Center, within the Bureau of Public Health - Center for Threat Preparedness, which has a direct link to the WV Emergency Operations Command.

Upon the decision to activate the Continuity Plan, the BCF will notify all BCF personnel, as well as affected and interdependent entities with information regarding continuity activation and relocation status, operational and communications status, and the anticipated duration of relocation. These entities include:

- Continuity (*Alternate*) facilities and on-site support team with information regarding COOP activation, relocation status, and the anticipated duration of relocation
- The Secretary of DHHR
- The WV Office of Technology and other state agencies and applicable entities with information regarding COOP activation and relocation, operational and communication status, and the anticipated duration of relocation
- The DHHR's Health Command Center via the Center for Threat Preparedness 505 Capitol Street, Suite 200, Charleston, WV 25301 Phone: 304-558-6900 Fax: 304-558-0464, with information regarding continuity plan activation and relocation to the BCF's continuity (*alternate*) facility, operational and communication status, and the anticipated duration of the relocation

- All BCF employees with instructions and guidance regarding the COOP activation and relocation
- Subordinate organizations such as Regional and District Offices
- Points-of-contact, customers, stakeholders, and interdependent agencies including but not limited to; Resource and Referral Agencies, Licensed Group Homes, Foster Care Families, Early Care and Education providers and Adult Care Facilities

Due to the fluid nature of these entities the responsibility for maintaining current and up-to-date contact lists resides with the appropriate program authority for licensing and certification or their associated field unit.

An important tool to be used is the WVDHHR Disaster Network, a communication and information sharing tool, managed by CTP. This system is email based and can be used to alert BCF COOP staff and inform others of pending or actual conditions, as well as Incident Command and/or COOP activation decisions.

### **Relocation Process**

Once the Continuity Plan is activated and personnel are notified, the BCF will relocate continuity personnel and vital records to the BCF alternate facility or facilities if more than one office location is affected. The BCF continuity personnel will deploy or relocate to the alternate facility or facilities to perform the BCF's mission essential functions and other COOP-related tasks. A map and directions to the continuity facility will be included as part of the drive away kit.

Emergency procedures during work hours with or without a warning will be implemented as follows:

- Business Continuity Team (BCT) personnel, including the COOP Advance Team (CAT), if applicable, will depart to the designated alternate facility from the primary operating facility or current location using any available method of transportation, such as privately owned vehicles, buses, etc. [*Include any provisions made regarding the transport of disabled continuity employees*].
- Non-continuity personnel present at the primary operating facility or another location will receive instructions from the BCF Emergency Response Team (ERT). In most scenarios, non-essential personnel will be directed to proceed to their homes or other BCF facilities to wait for further guidance.
- At the time of notification, if available, information will be provided regarding safety precautions and routes to use when leaving the primary operating facility.

Emergency procedures during non-working hours with or without a warning will be implemented as follows:

- ERT and CAT members, if applicable, will deploy to the designated continuity facility from their current location using any available method of transportation immediately or at the time specified during notification.
- BCT members will depart to the assigned alternate facility from their current location using available methods of transportation, such as privately owned vehicles, buses, etc. to the alternate facility at the time specified during notification.
- Non-essential personnel will remain at their residence and wait for further instructions regarding whether to report to an alternate work location, work from home or remain in restricted on-call status.
- Non-essential personnel may be required to replace or augment business continuity personnel during activation. At the direction of the BCF Commissioner or the Executive Leadership these activities will be coordinated by the ERT with the replacement staff on a case-by-case basis. Non-continuity personnel will remain available to replace or augment continuity personnel, as required.
- The Commissioner will direct the BCF's non-essential personnel to move to the alternate facility, duty station, or home until further notice. In the event of an activation of the COOP, BCF may need to procure necessary personnel, equipment, and supplies that are not already in place for continuity operations on an emergency basis. The WV DHHR Deputy Secretary for Administration, One Davis Square, Suite 100, Charleston, WV 25301 Phone: 304-558-3987 Fax: 304-558-1003 maintains the authority for emergency procurement.

### **C. PHASE III: CONTINUITY OPERATIONS**

Upon activation of the COOP, the BCF will continue to operate at its primary operating facility until ordered to cease operations by the Commissioner or his/her designee using established communication procedures. At that time, mission essential functions will transfer to the designated continuity facility. If the BCF State Office Headquarters loses its primary facilities at 350 Capitol Street, Charleston, it will relocate its operations to the Kanawha County District Office at 4190 West Washington Street, Charleston. The BCF must ensure that the continuity plan can be operational within 12 hours of plan activation.

The CAT personnel will be first to arrive at the alternate facility to prepare the site for the arrival of the BCT personnel. Upon arrival at the alternate facility, the CAT personnel will:

- Ensure infrastructure systems, such as power and heating, ventilating, and air conditioning are functional
- Prepare check-in duty stations for the arrival of the BCT personnel
- Address telephone inquiries from BCT and non-essential staff
- Additional tasks as necessary dictated by situational awareness or the state of emergency



As BCT personnel arrive, the ERT will conduct in-processing to ensure accountability. In-processing procedures are conducted at the alternate facility in the conference room or other suitable location at the primary or the relocation site. The roster of Continuity personnel can be obtained from the confidential section of the COOP plan. The ERT staff will attempt to contact the staff that have not checked in and inquire about their status. In addition, the office will identify all organization leadership available at the continuity facility.

Upon arrival at the alternate facility, the BCF BCT personnel will:

- Report immediately to the ERT Field Manager or designee for check-in and in-processing
- Receive all applicable instructions and equipment
- Report to their respective workspace as identified or as otherwise notified during the activation process
- Retrieve pre-positioned information and activate specialized systems or equipment
- Monitor the status of BCF's personnel and resources
- Continue BCF's mission essential functions
- Prepare and disseminate instructions and reports as required
- Comply with any additional continuity reporting requirements with the DHHR
- Notify family members, next of kin, and emergency contacts of preferred contact methods and information
- Other duties as necessary, dictated by situational awareness or the state of emergency

It is the responsibility of the ERT to account for all BCF personnel. The ERT will use the following processes to establish communications and account for all personnel:

- The ERT is responsible for establishing communications with all BCF personnel and attempting to communicate with staff that are unaccounted for using call down telephone lists, the Employee Hotline 304-558-9117 or 1-888-558-9117, Customer Services 1-877-716-1212, BCF email, IM and the BCF websites.

During continuity operations, the BCF may need to acquire necessary personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. The DHHR Office of the Deputy Secretary for Administration maintains the authority for emergency acquisition.

#### **D. PHASE IV: RECONSTITUTION OPERATIONS**

Within 24 hours of an emergency relocation, the Reconstitution Team (RT), consisting of the following individuals, will initiate and coordinate operations to salvage, restore, and recover

the BCF primary operating facility after receiving approval from the appropriate State and local law enforcement and emergency services:

- The Deputy Commissioner of Operations and Deputy Commissioner of Field Operations will serve as the Reconstitution Managers for all phases of the reconstitution process
- Each BCF subcomponent will designate a reconstitution Point-Of-Contact (POC) to work with the RT and to update office personnel on developments regarding reconstitution and provide names of reconstitution POCs to The Deputy Commissioner of Operations and Deputy Commissioner of Field Operations.

During continuity operations, the Commissioner, Deputy Commissioners, Regional Directors, or Community Services Managers will coordinate with the DHHR Secretary and Deputy Secretary for Administration and other appropriate authorities to determine the status of the primary operating facility affected by the event. Upon obtaining the status of the facility, the Commissioner will determine when to resume operations.

Reconstitution will commence when the Commissioner or other authorized person ascertains that the emergency situation has ended and is unlikely to reoccur. These reconstitution plans are viable regardless of the level of disruption that originally prompted implementation of the Continuity Plan. Once the appropriate BCF authority has made this determination in coordination with other State, local and/or other applicable authorities, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the alternate facility
- Reconstitute the BCF primary operating facility and begin an orderly return to the facility
- Begin to establish a reconstituted BCF in another facility or at another designated location

Before relocating to the primary operating facility or another facility the BCF will conduct the appropriate security, safety, and health assessments to determine building suitability. In addition, the BCF will verify that all systems, communications, and other required capabilities are available and operational and that the facility is fully capable of accomplishing all essential functions and operations at the new or restored primary operating facility.

Upon a decision by the Commissioner or other authorized person that the BCF primary operating facility can be reoccupied or that the BCF will be reestablished in a different facility:

- The BCF ERT personnel or other authorized individuals must notify the subordinate offices, stake holders, service provider entities, community organizations when appropriate, and other applicable operations centers with information regarding continuity activation and relocation status, the BCF alternate facility, operational and communication status, and anticipated duration of relocation.

- At the direction of the Commissioner the ERT will notify all personnel that the emergency or threat of emergency has passed and what actions are required of personnel in the reconstitution process using telephone call down lists, email, IM, Intranet, State Government Employee Hot Line 1-800-558-9117 or 304-558-5380 and the 211 System.
- The Commissioner will coordinate with the DHHR Deputy Secretary for Administration and other applicable state entities to obtain office space for reconstitution if the primary operating facility is uninhabitable.

Upon verification that the required capabilities are available and operational and that the BCF is fully capable of accomplishing all essential functions and operations at the new or restored facility, the RT will begin supervising a return of personnel, equipment, and documents to the primary operating facility or a move to a temporary or new permanent primary operating facility. The phase-down and return of personnel, functions, and equipment will follow the priority-based plan and schedule. The BCF will develop return plans based on the incident and facility within 48 hours of plan activation.

The BCF will continue to operate at its alternate facility until ordered to cease operations by the Commissioner using established communication procedures. At that time, mission essential functions will transfer to the primary operating facility and personnel will be instructed on how to resume normal operations. The Reconstitution Team (RT) will develop resumption plans based on the incident and facility within 48 hours of plan activation.

The RT will identify any records affected by the incident. The DHHR Office of Management Information Systems (OMIS) and the WV Office of Technology (WVOT) will effectively transition or recover vital records and databases, as well as other records that had not been designated as vital records. The BCF will develop vital records transition and recovery plans based on the incident and facility within 24 hours of plan activation.

When the continuity personnel, equipment, and documents are in place at the new or restored primary operating facility, the remaining BCF staff at the alternate facility or devolution site will transfer essential functions, cease operations, and deploy to the new or restored primary operating facility. The RT personnel will oversee the orderly transition from the alternate facility of all BCF functions, personnel, equipment, and records to a new or restored primary operating facility.

The BCF Division of Personnel and Office of Operations will receive and process employee claims during the continuity event in accordance with established policies including processing human capital claims (such as, Workers' Compensation, compensation for injuries, overtime pay, etc.) and replacing lost or broken equipment.

If the event is local or only affects a BCF Facility, BCF will conduct an internal After Action Review (AAR) once back in the primary operating facility or in a new primary operating facility. If the event is declared a state emergency, BCF will participate in the DHHR AAR. The Bureau for Public Health (BPH) Center for Threat Preparedness is responsible for

initiating and completing the AAR and all offices within DHHR will have the opportunity to provide input to the report. The AAR will address the effectiveness of the continuity plans and procedures, identify areas for improvement, document these in the DHHR corrective action program (CAP), and then develop a remedial action plan as soon as possible after the reconstitution. The Director of BPH's Center for Threat Preparedness is responsible for documenting areas for improvement in the CAP and developing a remedial action plan. In addition, the AAR will identify which, if any, records were affected by the incident, and will work with the DHHR- OMIS and WVOT to ensure an effective transition or recovery of vital records and databases and other records that had not been designated as vital records. AAR and CAP documentation are maintained by the BPH Center for Threat Preparedness.

#### **E. DEVOLUTION OF CONTROL AND DIRECTION**

West Virginia State Code §6A-1-5 grants the Governor the power to appoint emergency interim successors for state officers to fill a vacancy or until a successor is otherwise appointed, or elected, and qualified as provided by law; or an officer or his deputy or a preceding named emergency interim successor becomes available to exercise or resume the exercise of the powers and discharge the duties of his office.

BCF is a state administered agency as opposed to a county or city administered agency, and as such, operational authority would shift to the Regional or District Level. Needed resources can be shifted from one area to another depending on operational necessity. It is unlikely that BCF would completely devolve due to the flexibility of its organizational structure. BCF is prepared to transfer some or all its essential functions and responsibilities to other offices or agencies should emergency events render leadership or staff unavailable to support the execution of its essential functions. Barring this, because much of the authority that BCF exercises is delegated from the Secretary of the WVDHHR, allowing MEFs to devolve back to that office may be a desirable option. BCF will endeavor to resume execution of essential functions at a primary or continuity site as soon as conditions allow. BCF may exercise devolution options during exercise events to ensure the ability to smoothly devolve functions to other organizational units. If devolution is exercised, the results will be documented in Annex TTE. This documentation includes the dates of all TT&E events and names and titles of participating staff.

#### **VI. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

Key staff positions within the BCF, to include individual continuity members, those identified in the orders of succession and delegation of authority, the BCF continuity coordinator, continuity managers, and others possess additional continuity responsibilities. The responsibilities of these key continuity personnel are delineated in the table below.

The following table shows BCF continuity responsibilities.

Position	Responsibilities
Executive Team (ET)	<ul style="list-style-type: none"> <li>• Provide strategic leadership and overarching policy direction for the continuity program</li> <li>• Implement the Continuity Plan when necessary, or when directed by a higher authority</li> <li>• Update and promulgate orders of succession and delegations of authority</li> <li>• Ensure adequate funding is available for emergency operations</li> <li>• Ensure all organization components participate in continuity exercises</li> <li>• Update Continuity Plan annually</li> </ul>
Emergency Response Team (ERT)	<ul style="list-style-type: none"> <li>• Update telephone rosters monthly</li> <li>• Conduct alert and notification tests</li> </ul>
COOP Advance Team (CAT)	<ul style="list-style-type: none"> <li>• Prepare and secure alternate site locations</li> <li>• Review status of vital records, files, and databases</li> <li>• Insure equipment and supplies are positioned</li> </ul>
COOP Coordinator	<ul style="list-style-type: none"> <li>• Maintain the continuity plan</li> <li>• Liaison to CTP-HC</li> </ul>
Business Continuity Team (BCT)	<ul style="list-style-type: none"> <li>• Be prepared to deploy and support organization essential functions in the event of continuity plan implementation</li> <li>• Provide current contact information to manager</li> <li>• Be familiar with continuity planning and know individual roles and responsibilities in the event of plan activation</li> <li>• Participate in continuity training and exercises as directed</li> <li>• Have a telework agreement for this position, if applicable</li> </ul>
Reconstitution Team (RT)	<ul style="list-style-type: none"> <li>• Develop resumption plans based on the incident and facility within 48 hours of plan activation</li> <li>• After receiving approval, initiate and coordinate operations to salvage, restore and recover BCF primary operating facility.</li> <li>• Identify records affected by the incident that need to be recovered</li> <li>• Supervise the orderly return of personnel, equipment and records from the alternate facility to the new or restored primary operating facility</li> </ul>

## **VII. DIRECTION, CONTROL, AND COORDINATION**

During activation of the COOP, the Commissioner maintains responsibility for control and direction of BCF. Should the Commissioner become unavailable or incapacitated; the organization will follow the directions laid out in Annex V, *Leadership and Staff Orders of Succession*.

The contents and procedures laid forth in this Continuity Plan are consistent with the direction found in the state plan and is reviewed and vetted by BCF Leadership, State Office, Regional and District components and subcomponents to ensure vertical integration within BCF.

## **VIII. DISASTER INTELLIGENCE**

During a continuity event, BCF will require the collection and dissemination of critical information. While specific incidents may create additional or specialized reporting requirements, the following table lists the information that would be collected and reported regardless of incident type.

Information Element	Specific Requirement	Responsible Element	Deliverables	When Needed	Distribution
Personnel Accountability	Account for all BCT and non-BCT employees  Account for all contract personnel	BCF Division of Personnel and DHHR Office of Human Resource Management	Situation Reports  Emergency Briefings	Status updates are hourly following plan activation	Commissioner Executive Team ER T
Operational Status	Accounting of BCT personnel on site  BCT staffs Ability to conduct each of BCF's essential functions	Emergency Response Team	Situation Briefings  Situation Reports	No later than 6 hours after plan activation, then hourly	Commissioner Executive Team DHHR Secretary OTP-HC
Hazard Information	Threat details specific to the continuity facility	Response Coordination Center or Emergency Operations Center	Situation Briefings  Situation Reports	Two times per day at shift change	All organization component/sub-component heads

## IX. COMMUNICATIONS

BCF has identified available and redundant critical communications systems that are located at the primary operating facility and continuity facility. Further, BCF maintains fully capable continuity of communications that supports organization needs during all hazards/threats, to include pandemic and other related emergencies, and gives full consideration to supporting social distancing operations including telework and other virtual offices. In addition, BCF maintains communications equipment for use by employees with disabilities and hearing impairment.

BCF's necessary and required communications and IT capabilities should be operational within 12 hours of continuity activation.

Additional detailed information on BCF's communications systems and requirements is found in Annex IV, Continuity Communications.

## **X. BUDGETING AND ACQUISITION OF RESOURCES**

BCF will designate funds for the resources and capabilities essential to continuity operations.

## **XI. PLAN DEVELOPMENT AND MAINTENANCE**

This COOP will be reviewed annually and changes approved by BCF Leadership. All BCF staff will be trained on the key aspects of this plan. This training will be conducted as part of new employee orientation and routine staff meetings. A test of the alert and notification plan with and without warning, during duty and non-duty hours should be conducted. This plan will be practiced more broadly annually by use of a tabletop exercise or a drill/field exercise. Following each exercise, BCF will identify and incorporate lessons learned and corrective actions into AARs and IPs.

In addition, the plan will be updated or modified when there are significant organizational, procedural changes, or other events that impact continuity processes or procedures. Comments or suggestions for improving this plan may be provided to the BCF COOP Coordinator.

## **XII. AUTHORITIES AND REFERENCES**

The key authorities and references on which the organization's continuity plan is based are listed here. Additional references may be listed in Annex X.



## FUNCTIONAL ANNEXES

### ANNEX IMPLEMENTING INSTRUCTIONS

*Implementing instructions should be included as attachments or referenced. Annex Implementing Instructions serve to provide additional information on sections presented in the continuity of operations plan. Sample text for this section is provided below.*

- *Operational Checklists: A checklist is a simple tool that ensures all required tasks are accomplished so that the organization can continue operations at an alternate location. Checklists may be designed to list the responsibilities of a specific position or the steps required to complete a specific task.*

- Emergency Calling Directory
- Emergency Relocation Team Checklist and Essential Functions Checklist
- Continuity Site Acquisition Checklist
- Emergency Operating Records and IT Checklist
- Emergency Equipment Checklist
- Delegations of Authority
- Orders of Succession
- Maps and directions to the continuity facility and seating chart of the facility

## ANNEX I MISSION ESSENTIAL FUNCTIONS

### A. Identification Of Mission Essential Functions

BCF's MEFs are based on its mission and role in support of the continued performance of the State of West Virginia and the WVDHHR.

The MEFs of BCF are a limited set of their organizational functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities. BCF implemented the MEF identification process to identify and prioritize their organizational MEFs. BCF's MEFs, as validated and approved by the Commissioner are listed below in priority order.

1. Respond to new child welfare cases during an emergency or disaster event to ensure the protection of at risk children.

To identify new child welfare cases, BCF will provide information to staff associated with relief agencies and emergency shelters regarding the Bureau's Centralized Intake (800-352-6513). Available resources will be identified and shifted to BCF community services districts as needed to provide adequate surge capacity. Once relief agency personnel identify unaccompanied minors and are not able to locate a parent or guardian, BCF will be contacted through the centralized intake.

BCF will coordinate with local, state, and federal disaster agencies including but not limited to FEMA and the American Red Cross, as needed, to ensure the safety and protection of children in emergency shelters and/or children who become separated from their parents or guardian during an emergency event. All available resources are utilized in this effort, including the following:

<http://www.fema.gov/> National Emergency Family Registry and Locator System  
1-800-588-982

<http://umr.missingkids.com> National Emergency Child Locator Center  
Unaccompanied Minors Registry, operated by the National Center for Missing  
and Exploited Children 1-800-908-9572

<https://safeandwell.communityos.org> Red Cross- Safe and Well site- individuals  
are able to register themselves as "safe and well" and/or search for loved ones.

2. Identify and locate children who are in the state's custody and in family foster homes or congregate care to ensure their safety and that individual needs are met.

WV State Code requires caretakers and providers of services to children in the state's custody to develop and file evacuation plans and emergency contact information with the department. These plans include contact information, including, but not limited to, phone numbers and addresses that can be used to

re-establish contact with the caretaker and/or service provider should an evacuation or relocation occur. Caseworkers will maintain current contact information for children receiving services.

BCF shall maintain service provision to vulnerable adult populations to the maximum extent possible. BCF will also respond to Adult Protective Service referrals as well as identify and locate current Protective Service, Guardianship, Adult Family Care and Nursing Home cases to ensure their safety and that individual needs are met.

3. Maintain services and assist Early Care and Education (ECE) day care centers (see Child Care Contingency Plan).

WV State Code requires all ECE providers to develop a disaster and emergency operation plan as a condition of licensing. The plan must include procedures for lock-down, communication and reunification with families, continuity of operations and accommodation of infants, toddlers and children with special needs. These plans are to be filed with the County Emergency Operations Coordinators as well as the BCF Division of Early Care and Education.

4. Accept and process applications for Supplemental Nutrition Assistance Program (SNAP) benefits (including replacement benefits and disaster SNAP if authorized)
5. Continue to take and process applications for Medicaid.
6. Provide resource and referral service for Emergency Assistance.

## **B. Identification Of Continuity Personnel**

In order to continue its essential functions, BCF has determined the staff against needed positions. Each member of the BCT is selected by the ERT based upon:

- The predetermined essential functions that must be performed, regardless of the operational status of BCF's primary operating facility
- The member's knowledge and expertise in performing these essential functions
- The member's ability to rapidly deploy to the relocation site in an emergency situation
- Positions necessary to relocate under Continuity Plan activation

A copy of the current roster is found at each State, Regional, and District Office location. The ERTs are responsible for maintaining roster currency and ensuring personnel are matched

The following table shows the continuity personnel roster.

Function	Title/ Position	Name	Telephone Numbers	Additional Information
Function #1: Respond function to new child welfare cases	CPS Supervisor  Alternate:	John Smith	H: W: Cell: H: W: Cell:	
	CPS Worker  Alternate: CPS Worker	Jane Doe  Jane Doe	H: W: Cell: H: W: Cell:	
Function # 2: Identify and locate children in state custody and care	<i>Foster Care Youth Services Supervisor Alternate: SSW III</i>		H: W: Cell:  H: W: Cell:	
	<i>Home Finding Supervisor Alternate: SSW III</i>		H: W: Cell: H: W: Cell:	
Function #3: Provide services to vulnerable adults & respond to Adult Protective Service referrals	<i>Adult Services Supervisor Alternate:</i>		H: W: Cell: H: W: Cell:	
	<i>Alternate:</i>		H: W: Cell:	

Function	Title/ Position	Name	Telephone Numbers	Additional Information
Function #4: Assist Day Care Centers	<i>Early Care &amp; Education Supervisor Alternate:</i>		H: W: <b>Cell:</b>	
	<i>Alternate:</i>		H: W: Cell:	
Function #5 & #6: Accept & process applications for economic services	<i>Economic Service Supervisor</i>		H: W: Cell:	
	<i>Alternate:</i>		H: W: Cell:	
Function #7: Provide resource & referral for Emergency Assistance	<i>Economic Service Supervisor</i>		H: W: Cell:	
	<i>Alternate: Economic Service Workers</i>		H: W: Cell:	

## **ANNEX II VITAL RECORDS MANAGEMENT ANNEX**

“Vital records” refers to information systems and applications, electronic and hard copy documents, references, and records, to include classified or sensitive data, needed to support MEFs during a continuity event. BCF has incorporated its vital records program into the overall continuity program, plans, and procedures.

Within 12 hours of activation, continuity personnel at the alternate facility for BCF should have access to the appropriate media for accessing vital records, including:

- A local area network
- Electronic versions of vital records
- Supporting information systems and data
- Internal and external email and email archives
- Paper copies of documents essential to emergency operations

### **A. IDENTIFYING VITAL RECORDS**

BCF has identified the following as vital to its operations and has assigned responsibility for those records to the ERT and CAT personnel in each physical office location. Each office location maintains a packet or collection of records that includes:

- A paper copy or electronic list of BCF key organization personnel and continuity personnel with up-to-date telephone numbers
- A vital records inventory with the precise locations of vital records prepared by BCF
- Necessary keys or access codes
- Listing of the access requirements and sources of equipment necessary to access the records
- BCF alternate facility locations
- A copy of the WVOT and DHHR-OMIS continuity plans

For the above items, the DHHR-OMIS is responsible for providing access requirements and lists of sources of equipment necessary to access the records. This may include hardware and software, microfilm readers, internet access, and/or dedicated telephone lines. The packet will be reviewed annually and documented in writing to ensure that the information is current.

The DHHR OMIS and WVOT maintain a complete inventory of vital database records, along with the locations of and instructions on accessing those records. This inventory is maintained by WVOT at a back-up/offsite location to ensure continuity if the primary operating facility is damaged, destroyed, or unavailable.

**B. PROTECTING VITAL RECORDS**

Appropriate protections for vital records will be provided by the OMIS and WVOT will include dispersing those records to other organization locations or storing those records offsite. When determining and selecting protection methods the specific protections needed by different kinds of storage media, paper photographs, computer disks, tapes, and drives all require different methods of protection.

*The following table shows vital records, files, and databases.*

Vital Record, File, or Database	Support to Essential Function	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Continuity Facility	Hand Carried to Continuity Facility	Multiple Storage Location(s) Y/N	Maintenance Frequency
Mapping Database	Function #1	Electronic	X		Y	Monthly
List of Personnel	All Functions	Hardcopy Electronic		X	N	Quarterly
Active Case Records	All Functions	Hardcopy Electronic		X	N	Annually
	Function	Electronic	X		N	Monthly
Records	Function	Electronic	X		Y	Quarterly

## **ANNEX III CONTINUITY FACILITIES**

### **A. CONTINUITY FACILITY INFORMATION**

BCF has designated alternate facilities as part of its COOP and has prepared BCT personnel for the possibility of unannounced relocation to the site(s) to continue performance of essential functions

BCF alternate facilities provide the following in sufficient quantities to sustain operations for up to 30 days or until normal business activities can be resumed:

- (1) The continuity facility is able to accommodate the BCT personnel. The facilities floor plans, equipment inventory, and other applicable documents are maintained at multiple locations.
- (2) Capability to perform MEFs within 12 hours of plan activation for up to 30 days or until normal operations can be resumed
- (3) Reliable logistical support, services, and infrastructure systems. Details on these infrastructure systems are made available at multiple locations.
- (4) Consideration for health, safety, security, and emotional well-being of personnel
- (5) Interoperable communications for effective interaction
- (6) Capabilities to access and use records and data bases
- (7) Systems and configurations that are used in daily activities. IT support at the continuity facility is provided by OMIS and WVOT. Details on the systems and configurations are available from the WVOT and MIS.
- (8) Emergency/back-up power capability

### **B. CONTINUITY FACILITY LOGISTICS**

BCF local offices maintain pre-positioned or detailed site preparation and activation plans in order to achieve full operational capability within 12 hours of notification. These site preparation and activation plans are maintained by the individual offices.

### **C. ALTERNATE FACILITY ORIENTATION**

Each individual BCF office location has responsibility for familiarizing its ERT, CAT, and BCT personnel with its alternate facilities. BCF accomplishes this orientation through on-site training and exercises COOP teams.



**ANNEX IV CONTINUITY COMMUNICATIONS**

BCF has identified available and redundant critical communication systems at the alternate facility. Further, BCF maintains fully capable continuity communications that could support organization needs during all hazards/threats, to include pandemic and other related emergencies, and give full consideration to supporting social distancing operations including telework and other virtual offices. These systems provide the ability to communicate within and outside the organization.

**Communications Table**

*The following table shows communication systems that support BCF’s essential functions.*

Communication System	Support to Essential Function	Current Provider	Specification	Alternate Provider	Special Notes
Non-secure Phones	All	CISCO			
Secure Phones					
Fax Lines	All				
Cellular Phones	All	AT&T			
Satellite					
Pagers	NA	NA			
E-mail	All	CISCO			
Internet Access	All	WVNET			
Data Lines	All	CISCO			
Two-way Radios					
GETS Cards					
VPN	All	WVOT			
<b>[Insert other options here]</b>					

BCF possesses communications capabilities to support the organization’s senior leadership while they are in transit to alternate facilities. All BCF’s necessary and required communications and IT capabilities should be operational within 12 hours of activation.

## ANNEX V LEADERSHIP AND STAFF ANNEX

### A. ORDERS OF SUCCESSION

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority. BCF has identified successors for the positions of Commissioner, Deputy Commissioner, Office Director, Regional Director, and CSM.

BCF's orders of succession are:

- At least three positions deep, where possible, ensuring sufficient depth to ensure the BCF's ability to manage and direct its essential functions and operations
- Include devolution counterparts, where applicable
- Geographically dispersed, where feasible
- Described by positions or titles, rather than by names of individuals holding those offices
- Reviewed by the organization's Leadership and legal department as changes occur
- Included as a vital record, with copies accessible and/or available at both the primary operating facility and continuity facilities.

#### Order of Succession

*The following table shows the order of succession for the Bureau for Children and Families.*

Position	Designated Successors
Commissioner, Bureau for Children and Families	1. Deputy Commissioner, Office of Field Operations, South
	2. Deputy Commissioner, Office of Field Operations, North
	3. Deputy Commissioner, Office of Operations
Deputy Commissioner, Office of Field Operations (North/South)	1. Deputy Commissioner, Office of Field Operations, (South/North)
	2. Regional Director
	3. Regional Director

Position	Designated Successors
Deputy Commissioner, Office of Operations	1. Chief Financial Officer
	2. Director of Accounting
	3. Director of Purchasing
Deputy Commissioner, Office of Programs	1. Director Division of Children and Adult Services
	2. Director of Division of Family Assistance
	3. Director of Early Care and Education
Regional Director	1. Community Services Manager
	2. Community Services Manager
	3. Community Services Manager
Community Services Manager	1. Regional Program Manager
	2. Program Coordinator
	3. Program Supervisor

In addition, each order of succession identifies the rules and procedures designated officials must follow when facing issues of succession to office during continuity events and reference applicable laws and organization policies.

In the event of a change in leadership status, BCF must notify the successors, as well as internal and external stakeholders. In the event BCF leadership becomes unreachable or incapable of performing their authorized legal duties, roles, and responsibilities, the DHHR Secretary will initiate a notification of the next successor in line. The ERT will use the established procedures to notify internal and external stakeholders of the change in leadership.

**B. DELEGATIONS OF AUTHORITY**

Generally, BCF pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels have resumed. Pre-determined delegations of authority may be particularly important in a devolution scenario. The delegation of authority is specified in the State Code:

- Orderly succession of officials to the position of Commissioner in the case of the Commissioner's absence, a vacancy at that office, or the inability of the Commissioner to act during an emergency or national security emergency.

BCF has informed those officials who might be expected to assume authorities during a continuity situation.

### **C. ESSENTIAL PERSONNEL**

People are critical to the operations of any organization. Selecting the right people for an organization's staff is vitally important, and this is especially true in a crisis situation. Leaders are needed to set priorities and keep focus. During a continuity event, essential staff will be activated by BCF to perform assigned response duties. One of these categories is the BCT personnel. In respect to essential personnel, BCF has:

- Identified and designated those positions and personnel they judge to be essential to organization operations in any given emergency situation as ERT, CAT, and BCT personnel. A roster of essential positions is maintained by the Division of Personnel and at each office location.
- Officially informed all BCT personnel of their roles or designations by providing documentation in the form of the BCF COOP to ensure that continuity personnel know and accept their roles and responsibilities. Copies of this documentation is maintained by BCF and found at each office location.
- Ensured BCT personnel participate in continuity TT&E program and training.
- Provided guidance to continuity personnel on individual preparedness measures that they should take to ensure response to a continuity event.

### **D. All Staff**

It is important that BCF keep all staff, especially individuals not identified as essential personnel, informed and accounted for during a continuity event. BCF has established procedures for contacting and accounting for employees in the event of an emergency, including operating status.

- BCF's employees are expected to remain in contact with the office and immediate supervisor during any facility closure or relocation situation. Employees will use established communication channels including call down telephone lists, Customer Services number 1-877-716-1212, email, and instant messaging (IM).
- BCF ensures all staff are aware of and familiar with emergency procedures and operations guidance using the following methods; employee orientation,

emergency procedure briefings, Common Chapter 1200; Office Security and Emergency Operating Procedures.

Accounting for all personnel during a continuity event is of utmost importance. In order to account for all staff, BCF will use call down telephone lists, Customer Services 1-877-716-1212 number, email, IM. Accountability information is reported to the Division of Personnel at the state office at 4 hour increments. Each office location or facility has the responsibility of attempting contact with unaccounted for individuals.

An event that requires the activation of the Continuity Plan may personally affect BCF staff. Therefore, the Bureau has the responsibility to create provisions and procedures to assist all staff, especially those who are disaster victims, with special human capital concerns following a catastrophic disaster.

#### **E. HUMAN CAPITAL CONSIDERATIONS**

The BCF continuity program, plans, and procedures incorporate existing organization-specific guidance and direction for human capital management, including guidance on pay, leave/time off, work scheduling, benefits, telework, hiring, authorities, and flexibilities. The BCF Division of Personnel has the responsibility for the BCF Human Capital issues.

The Executive Team and ERT work closely with the Director of Personnel to resolve Human Capital issues related to a continuity event. The BCF Personnel Director serves as the BCF human capital liaison to work with the DHHR Office of Human Resource Management (OHRM) when developing or updating organization-specific guidance and direction for continuity personnel on human capital issues. This guidance is maintained by OHRM and found at in the policies and procedures on the DHHR Internet at <http://intranet.wvdhhr.org/>. BCF has issued continuity guidance for Human Capital on the following issues:

- Additional Staffing
- Work Schedules and Leave/Time Off
- Employee Assistance Program
- Special Needs Employees
- Telework
- Benefits
- Premium and Annual Pay Limitations:

Further, the Director of Personnel communicates Human Capital guidance for emergencies to managers in an effort to help continue essential functions during an emergency.

## ANNEX VI TEST, TRAINING, AND EXERCISES PROGRAM

The testing, training, and exercising of continuity capabilities is essential to demonstrating, assessing, and improving BCF's ability to execute the continuity program, plans, and procedures.

- Training familiarizes continuity personnel with their roles and responsibilities in support of the performance of an organization's essential functions during a continuity event.
- Tests and exercises serve to assess, validate, or identify for subsequent correction, all components of continuity plans, policies, procedures, systems, and facilities used in response to a continuity event. Periodic testing also ensures that equipment and procedures are kept in a constant state of readiness.

In accordance with CGC 1 guidance, BCF performs TT&E events at regular intervals, as shown in the table below.

*Note: Enter the actual dates of the TT&E event for your organization.*

Continuity TT&E Requirements	Monthly	Quarterly	Annually	As Required
Test and validate equipment to ensure internal and external interoperability and viability of communications systems				
Test alert, notification, and activation procedures for all continuity personnel				
Test primary and back-up infrastructure systems and services at continuity facilities				
Test capabilities to perform essential functions				
Test plans for recovering vital records, critical information systems, services, and data				
Test and exercise of required physical security capabilities at continuity facilities				
Test internal and external interdependencies with respect to performance of essential functions				
Train continuity personnel on roles and responsibilities				
Conduct continuity awareness briefings or orientation for the key members of the workforce			X	X
Conduct exercise that incorporates the deliberate and preplanned movement of continuity personnel to continuity facilities				
Report findings of all annual assessments to the Commissioner				

Continuity TT&E Requirements	Monthly	Quarterly	Annually	As Required
Test capabilities for protecting classified and unclassified vital records and for providing access to them from the continuity facility				
Conduct personnel briefings on continuity plans that involve using or relocating to continuity facilities, existing facilities, or virtual offices				

BCF formally documents and reports all conducted continuity TT&E events, including the event date, type, and participants. Documentation also includes test results, feedback forms, participant questionnaires, and other documents resulting from the event. Continuity TT&E documentation for BCF is managed by the District Office ERT and is maintained in the district office COOP. Further, the District Offices conduct a comprehensive debriefing or hotwash after each exercise, which allows participants to identify systemic weaknesses in plans and procedures and recommend revisions to the organization’s continuity plan.

#### TT&E Documentation

Event	Event Type and Purpose	Date	Confirmation Initials or Signature

Each office will develop a Corrective Action Plan (CAP) specific to their location and TT&E program to assist in documenting, prioritizing, and resourcing continuity issues identified during TT&E activities, assessments, and emergency operations.



### Corrective Action Program

Capability	Observation	Recommendation	Corrective Action	Capability Element	Primary Responsible Office	Organization POC	Start Date	End Date

*For information on the Homeland Security Exercise and Evaluation Program (HSEEP), see <https://hseep.dhs.gov>.*

## ANNEX VII GLOSSARY

**Activation** – Once a continuity of operations plan has been implemented, whether in whole or in part, it is considered “activated.”

**Organization Head** – The highest-ranking official of the primary occupant organization, or a successor or designee who has been selected by that official.

**All-Hazards** – The spectrum of all types of hazards including accidents, technological events, natural disasters, terrorist attacks, warfare, and chemical, biological including pandemic influenza, radiological, nuclear, or explosive events.

**Alternate Facilities** – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity event. “Alternate facilities” refers to not only other locations, but also nontraditional options such as working at home (teleworking), telecommuting, and mobile-office concepts.

**Business Impact Analysis (BIA)** – A method of identifying the effects of failing to perform a function or requirement.

**Business Process Analysis (BPA)** – A method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, and facilities inherent in the execution of a function or requirement.

**Communications** – Voice, video, and data capabilities that enable the leadership and staff to conduct the mission essential functions of the organization. Robust communications help ensure that the leadership receives coordinated, integrated policy and operational advice and recommendations and will provide the ability for governments and the private sector to communicate internally and with other entities (including with other Federal agencies, State, territorial, tribal, and local governments, and the private sector) as necessary to perform their MEFs.

**Continuity** – An uninterrupted ability to provide services and support, while maintaining organizational viability, before, during, and after an event.

**Continuity Facilities** – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity situation. “Continuity facilities” refers to not only other locations, but also nontraditional options such as working at home (teleworking), telecommuting, and mobile-office concepts.

**Continuity of Operations** – An effort within individual agencies to ensure they can continue to perform their MEFs and Primary MEFs during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

**Continuity Event** – Any event that causes an agency to relocate its operations to an alternate or other continuity site to assure continuance of its essential functions

**Continuity Personnel** – Those personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue essential operations

**Corrective Action Program (CAP)** – An organized method to document and track improvement plans or actions for a program. The CAP system is a web-based tool that enables Federal, State, and local emergency response and homeland security officials to develop, prioritize, track, and analyze corrective actions following exercises or real world incidents. Users may enter data from a finalized After Action Report/Improvement Plan, track the progress of corrective action implementation, and analyze and report on trends in improvement plans.

**Delegation of Authority** – Identification, by position, of the authorities for making policy determinations and decisions at headquarters, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

**Devolution** – The capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

**Essential Functions** – The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: National Essential Functions, Primary Mission Essential Functions, and Mission Essential Functions.

**Facilities** – Locations where an organization's leadership and staff operate. Leadership and staff may be co-located in one facility or dispersed across many locations and connected by communications systems. Facilities must be able to provide staff with survivable protection and must enable continued and endurable operations.

**Interoperable Communications** – Communications that provide the capability to perform essential functions, in conjunction with other organizations/entities, under all conditions.

**Leadership** – The senior decision makers who have been elected (e.g., the President, State governors) or designated to head a branch of government or other organization.

**Memorandum of Agreement (MOA) /Memorandum of Understanding (MOU)** – Written agreement between departments/agencies that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

**Mission Essential Functions (MEFs)** – The limited set of agency-level government functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

**Orders of Succession** – Provisions for the assumption by individuals of organization senior leadership positions during an emergency in the event that any of those officials are unavailable to execute their legal duties.

**Primary Operating Facility** – The site of an organization’s normal, day-to-day operations; the location where the employee usually goes to work

**Reconstitution** – The process by which surviving and/or replacement organization personnel resume normal operations from the original or replacement primary operating facility.

**Risk Analysis** – The process by which risks are identified and evaluated.

**Risk Assessment** – The identification and assessment of hazards.

**Risk Management** – The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown, or events that are fraught with uncertainty

**Telework** – The ability to work at a location other than the official duty station to perform work or emergency duties. This may include, but is not limited to, using portable computers, personal computers, high-speed telecommunications links, and mobile communications devices

**Testing, Training, and Exercises (TT&E)** – Measures to ensure that an agency’s continuity plan is capable of supporting the continued execution of the agency’s essential functions throughout the duration of a continuity situation

**Virtual Offices** – An environment where employees are not co-located and rely exclusively on information technologies to interact and conduct their work across distance from multiple geographic locations

**Vital Records** – Electronic and hardcopy documents, references, and records that are needed to support essential functions during a continuity situation. The two basic categories of vital records are (1) emergency operating records and (2) rights and interests records

## **ANNEX VIII**

## **ACRONYMNS**

- |           |   |
|-----------|---|
| 1) AAR    | After Action Review                               |
| 2) APS    | Adult Protective Services                         |
| 3) BCF    | Bureau for Children & Families                    |
| 4) BCT    | Business Continuity Team                          |
| 5) BIA    | Business Impact Analysis                          |
| 6) BPA    | Business Process Analysis                         |
| 7) CAP    | Corrective Action Program                         |
| 8) CAT    | COOP Advance Team                                 |
| 9) CGC    | Continuity Guidance Circular                      |
| 10) COOP  | Continuity of Operations Plan                     |
| 11) CPS   | Child Protective Services                         |
| 12) DHHR  | Department of Health & Human Resources            |
| 13) ERG   | Emergency Relocation Group                        |
| 14) ERT   | Emergency Response Team                           |
| 15) OIT   | Office of Information Technology                  |
| 16) MEF   | Mission Essential Function                        |
| 17) MOA   | Memorandum of Agreement                           |
| 18) MOU   | Memorandum of Understanding                       |
| 19) OMIS  | Office of Management Information Systems          |
| 20) RT    | Reconstitution Team                               |
| 21) STTEF | State, Territorial, and Tribal Essential Function |
| 22) TT&E  | Test, Training, and Exercise                      |
| 23) WVOT  | West Virginia Office of Technology                |

## ANNEX IX AUTHORITIES AND REFERENCES

*This annex contains a list of the authorities and references used in this plan.*

CODE/POLICY	SECTION/CHAPTER	DATE	PURPOSE
Executive Order No. 20-04	Governor Joe Manchin	12/2004	Mandates all State Cabinets and Divisions establish COOP plans for all essential services. Establishes plan content and authorizes WV Division of Homeland Security as the lead agency. States that West Virginia will adopt the National Incident Management System (NIMS)
WVC 15-5 as amended			The governor shall have general direction and control of the office of emergency services and shall be responsible for the carrying out of the provisions of this article and, in the event of disaster beyond local control, may assume direct operational control over all or any part of the emergency services functions within this state. To make, amend and rescind the necessary orders, rules and regulations to carry out the provisions of this article within the limits of the authority conferred upon him herein, with due consideration of the plans of the federal government.
42 U.S.C. 622	SECTION 422		Establishes the requirement for a child welfare services plan which must include procedures providing for how the State programs would respond to a disaster, in accordance with criteria established by the Secretary of the U.S. Department of Health & Human Services.

CODE/POLICY	SECTION/CHAPTER	DATE	PURPOSE
WV Code	49-2-B3		Any child care service that is licensed or receives a certificate of registration shall have a written plan for evacuation in the event of fire, natural disaster or other threatening situation that may pose a health or safety hazard to the children in the child care service. Establishes required plan content and requires annual review of the plan.
Legislative Rule	64 CSR 13-9.1, 9.12		Establishes licensure requirements for nursing homes to include a disaster & emergency preparedness plan. Specifies the plan contents and training requirements.
Legislative Rule	78 CSR 03-12.6		Establishes licensing requirements for residential child care and treatment & treatment facilities and transitioning adults. Requires plans & procedures for responding to accidents, serious illness, fire, medical emergencies, floods, natural disasters and other life threatening situations. Plan must address the needs of any special populations, specify evacuation procedures including an evacuation site, parties to notify, and emergency items to take when evacuating. Describes relocation plans for the service and/or program if it becomes necessary.
Inclement Weather and Office Closure	DHHR Policy 2103	02/1992	The purpose of this policy is to establish uniform guidelines for the coordination of the workforce and administration of related personnel matters due to public emergency situations and/or inclement weather conditions.

CODE/POLICY	SECTION/CHAPTER	DATE	PURPOSE
DHHR Office Security	Common Chapter 1200	07/2008	Provide instruction, delineation, and standardization of the roles and responsibilities of managerial and line staff toward the objective of enhancing the levels of security and safety in the Department's facilities.
BCF Social Service Policy	Chapter 24 Sec 14		Foster/adoptive parents must develop an emergency/disaster plan that will be approved by their Home Finding Specialist. Requires individual plan for each child & a disaster supply kit.
WV Income Maintenance Manual	Chapter 20	09/2017	Emergency and Special Assistance Programs
WV Income Maintenance Manual	Chapter 16	09/2017	Specific SNAP Requirements
WV Income Maintenance Manual	Chapter 16	09/2017	Emergency SNAP assistance for Disaster Victims (Disaster SNAP)
WV Income Maintenance Manual	Chapters 12 & 16	09/2017	Benefit Replacement; SNAP



**ANNEX X IMPLEMENTING INSTRUCTIONS**

**CHILD CARE CONTINGENCY PLAN**

FUNCTION	RISK THREAT	PRIORITY	RISK MITIGATION STRATEGY		TRIGGER EVENTS/DATE S & ALTERNATE SOLUTION
			STRATEGY	LOCAL ACTION	
Issuance of child care checks.	FACTS cannot be accessed statewide, so payment data cannot be entered to generate checks.	High	<p>No methodology for payment processing - CCR&amp;R agencies do not have funds in their budgets to write checks manually.</p> <p>State Office to alert media that child care provider payments will be delayed.</p>	<p>CCR&amp;R agencies to alert local media that child care provider checks will not be issued.</p> <p>CCR&amp;R to use addresses from payment forms to send notices to providers on late checks.</p> <p>CCR&amp;R to notify utility companies by phone/ letter that child care provider checks are delayed.</p> <p>CCR&amp;R agencies to maintain unpaid invoices in a central file to insure later processing.</p>	Once FACTS is operational, CCR&R data entry clerks to give priority to entering invoice information in FACTS.

FUNCTION	RISK THREAT	PRIORITY	RISK MITIGATION STRATEGY		TRIGGER EVENTS/DATE S & ALTERNATE SOLUTION
			STRATEGY	LOCAL ACTION	
Client Intake/Case Maintenance Process	<p>CCR&amp;R cannot process child care applications in FACTS.</p> <p>No ticklers to alert CCR&amp;R workers to review active cases.</p> <p>Inability to update changes in address, income, etc</p>	High	<p>Child Care Unit to maintain copies of necessary forms in PDF format to send to CCR&amp;R staff.</p> <p>CCR&amp; R to use ECE-CC-1 paper application to determine eligibility.</p> <p>CCR&amp;R to use blank DAY-0617 for client reviews.</p> <p>CCR&amp;R agencies to maintain manual controls on review dates; or DHHR to provide ongoing print-outs of reviews due in next 90 days that list client name, address, phone, review due date, names of active children and provider name.</p>	<p>CCR&amp;R to process paper applications; manually calculate eligibility and co-payments; issue manual notices &amp; child care certificates.</p> <p>CCR&amp;R agencies to issue blank DAY-0617 review notices, issue manual notices and certificates, maintain central file of reviews.</p> <p>CCR&amp;R staff to manually record and track case changes for data entry later.</p>	<p>Once FACTS is operational, all new intakes to be entered by case managers.</p> <p>CCR&amp;R case managers to enter all reviews and changes once FACTS is operational.</p>

<p>Provider Intake/Case Maintenance Process</p>	<p>Inability to open new providers or process provider reviews in FACTS.</p> <p>Inability to access complaint information in FACTS</p>	<p>Low</p>	<p>State Office to generate monthly print-outs of child care provider reviews due (provider name, FACTS number, address, phone, and review date). Print-outs to be placed on line.</p> <p>State Office to generate and place a printout on line showing all information on screen wr_10003_cm_caselist sorted by worker, so staff have lists of intakes and ongoing investigations.</p>	<p>DHHR to collect provider intake information manually and maintain files for later entry in FACTS.</p> <p>DHHR regulatory staff to use web-based printout to track provider reviews and complete manual checklists.</p> <p>DHHR Staff to maintain a file of reviews and checklists completed for entry once FACTS operational.</p> <p>DHHR staff to manually record and track case changes for data entry later. Complaint information to be typed in WP and copied or saved to FACTS.</p>	<p>Once FACTS is again operational, DHHR licensing and regulatory staff to enter data, prioritizing changes in address, followed by new provider intakes and then investigations and reviews.</p>
<p>Federal Reporting</p>	<p>Unable to report</p>	<p>Low</p>	<p>State Office to alert Child Care</p>	<p>CCR&amp;R staff to enter all</p>	<p>Until updated data can be</p>

FUNCTION	RISK THREAT	PRIORITY	RISK MITIGATION STRATEGY		TRIGGER EVENTS/DATE S & ALTERNATE SOLUTION
			STRATEGY	LOCAL ACTION	
	mandated program data to federal authorities		Bureau of system failure and request permission to delay reports until data can be updated.	<p>payments, new applications and reviews as soon as possible once FACTS is operational.</p> <p>CCR&amp;R to alert State Office once FACTS has been updated.</p>	produced, Federal Reports cannot be submitted. Not mission critical.

**RAPIDS CONTINGENCY TRANSMISSION DOCUMENT (Continued)**

<b>DATE:</b>	<b>COUNTY NAME:</b> _____ <b>COUN</b>
<b>WORKER NAME:</b> (Print) <b>Signature:</b>	<b>SUPERVISOR NAME:</b> (Print) <b>Approval Signature:</b>
<b>WE #:</b> _____ <b>DATE:</b> _____	<b>WE #:</b> _____ <b>DATE:</b> ____ / ____ / ____
<b>CASE NUMBER: (Print)</b>	<b>PRIMARY PERSON:</b> (Please Print) _____ (Last) _____ (First)  <b>SSN:</b> -     -     -
<b>MAILING ADDRESS:</b>	<b>CITY/STATE/ZIP:</b>

<b>FOOD STAMPS</b>				
PERIOD (mm/cc/yy)	AUX /	P/U /	REASON CODE	CA AMOUNT
				\$
				\$
				\$

<b>TANF</b>						
PROGRAM OF ASSISTANCE	PERIOD COVERED (mm/cc/yy)	DATE ISSUED	AUX /	P/U /	REASON CODE	SPECIAL SUPPORTIVE PAYMENTS

<b>MEDICAID</b>				
PERIOD COVERED (mm/cc/yy)	CATEGORY		PIN (If Available)	ASSISTANCE GROUP

## CASE INFORMATION SHEET

<b>CASE NAME:</b> (Please Print)    Last    First    M.  <b>CASE NUMBER:</b>								<u>RESIDENTIAL</u> ADDRESS: CITY/STATE: ZIP:  <u>MAILING</u> ADDRESS: CITY/STATE: ZIP:							
TANF AMT:    \$				FS AMT:                    \$				TRIP AMT: \$		SHELTER AMT: \$					
UTILITY AMT:    \$		SUA    (/)		YES <input type="checkbox"/>		NO <input type="checkbox"/>	EXP CHG ALERT 078:								
DATE NEXT REDETERMINATION:    _____ / /								DATE LAST REDETERMINATION: / _____ /							
SHORTLIST	NAM E	DOB	SSN	PIN	EI	SE	UI	UI TYPE	ASSET TYPE	ASSET AMT	TANF	FS	MA	TRIP	

WP ENROLLMENT					SANCTION - AIPR				
PIN	NAME	DATE ENROLLED	DATE DISENROLLED	COMPONENT	NAME	TYPE	SEQUENCE NUMBER	BEGIN DATE	END DATE

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## TABLE 1: RECORD OF CHANGES

Change Number	Section	Date of Change	Individual Making Change	Description of Change

## TABLE 2: RECORD OF DISTRIBUTION




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