

DISASTER RESPONSE AND RECOVERY PLAN



Division of Child & Family Services

Approved: 05/16/08

Revision Scheduled:

Jim Gibbons, Governor
Michael J. Willden, Director
Department of Health and Human Services

Fernando Serrano, Administrator
Barbara Legier, Deputy Administrator
Division of Child and Family Services

**NEVADA STATE DIVISION OF CHILD & FAMILY SERVICES
DISASTER RESPONSE AND RECOVERY PLAN**

INTRODUCTION..... 3
SUMMARY 5
MAINTENANCE OF CRITICAL FUNCTIONS: Family Programs Office Responsibilities 7
MAINTENANCE OF CRITICAL FUNCTIONS: Child Welfare Agency Responsibilities 9
APPENDIX A..... 13
APPENDIX B..... 14
APPENDIX C: Disaster Response Template FPO 1501B..... 15
APPENDIX D: Foster Parent's Emergency Procedures 16
APPENDIX E: Writing and Exercising A Disaster Response Plan 17
APPENDIX F: Flowchart 26
APPENDIX G: FPO Disaster Response Exercise Schedule 2008 28

INTRODUCTION

Across the county, natural and man-made disasters can affect the routine ways child welfare agencies operate and serve children, youth and families. In the event of a disaster, essential child welfare services to children, youth and families could be disrupted or seriously compromised. It is especially important for agencies caring for vulnerable populations such as abused and neglected children, to do what they can to prepare for these disasters. Preparedness, now more than ever, means more than simply developing plans. All over the country, states are exercising their plans to determine areas of strengths and weaknesses and to afford them an opportunity to test the plan before a disaster occurs. The Child and Family Services Improvement Act of 2006 amended the requirements for a state to have a compliant Title IV-B state Plan by adding section 422(b)(16) (Appendix A) to require that all states have in place by October 1, 2007, procedures for responding to a disaster, including how the state will:

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

To recognize what might happen and take steps to be prepared, the first action for any agency is to conduct an assessment of the types of disasters that might occur. According to the Nevada Vulnerability Assessment conducted in March, 2006 (Appendix B), threats and hazards faced by the State were divided into four categories:

- Category 1: National security threats posed by international terrorism, domestic terrorism and criminal acts.
- Category 2: Natural disaster threats posed by such events as earthquakes and flooding. Nevada has several fault lines running through it that have the potential to cause major damage to communities. Many areas of the State are also subject to flooding. For example, the city of Reno and the city of Fallon sit alongside the Truckee River that, when it exceeds the flood stage, causes flooding in these cities in a matter of hours.
- Category 3: Industrial threats that are created by the movement of hazardous materials (HAZMAT) around the State by both truck and rail traffic. HAZMAT used in mining operations poses a significant hazard. The proposed Yucca Mountain nuclear waste repository has the potential of increasing the amount of HAZMAT transported into and around the State.

- Category 4: Cyber threats which are defined as a deliberate effort to penetrate and disrupt computer-based information and control systems.

To understand the role that the Division of Child and Family Services (DCFS) plays in the protection and mitigation of harm to Nevada's vulnerable population of children, it is first important to recognize the State's overarching preparedness plan as it applies to an all hazards approach.

The State of Nevada, in accordance with Chapter 414.020 of the Nevada Revised Statutes (NRS) is required to ensure awareness of, prevention of, preparation for, response to, and recovery from an emergency or disaster in order to provide assistance that saves lives and protects health, safety and property.

The State of Nevada Comprehensive Emergency Management Plan (SCEMP) describes the methods by which the State of Nevada will mobilize resources and conduct response and recovery activities. This plan uses a functional approach that groups the types of emergency-disaster assistance available under 17 Emergency Support Functions (ESFs) which conforms to concepts outlined in the 2003 National Response Plan (NRP). Each ESF is coordinated by a primary agency(s) based upon its authority, resources, capabilities and responsibilities under law. Agencies have been grouped together under the ESF concept to facilitate the provision of response assistance and, depending on the scope of disaster, all or part of the ESFs may be activated.

The duties and responsibilities of each agency identified in the ESFs are in accordance with the NRS, the Nevada Administrative Code (NAC), Executive Order No. 1, Public Law 93-288 and information provided by each ESF agency.

Certain divisions within the Department of Health and Human Services serve as primary response agencies. DCFS serves as a support agency for one function:

ESF 8-1 Mental Health and Development Services Annex

Primary Agency: State Department of Health and Human Services
Division of Mental Health and Developmental Services

Support Agencies: Department of Health and Human Services Health Division
Division of Child and Family Services
Substance Abuse Prevention and Treatment Agency
Department of Public Safety
Division of Emergency Management

The role of DCFS, in the event of a state declared emergency requiring activation of the ESF 8-1, is:

- Provides crisis counseling and emotional behavior support to children, adolescents and their families.
- Provides access to trained professionals who will respond as part of regional response teams.

It is important to recognize that not all disasters and emergencies will require activation of the ESFs or involve a gubernatorial declaration of a state of emergency but may still require immediate and swift action by DCFS and the program and activities for which it is responsible. Recent events resulting from Hurricanes Katrina and Rita in 2005 emphasize the importance of collaboration, communication and coordination with key stakeholders. To that end, the following comprises an oversight disaster response and recovery plan, with each child welfare jurisdictional agency responsible for assessment and development of its own response plan. Appendix C provides a template for jurisdictions to use in their individual plan development.

No emergency plan can replace common sense and good judgment. This plan and its associated appendices and procedures document a general approach for DCFS. This plan is meant to be an action guideline and a training tool to facilitate an expeditious response to emergencies of all kinds. This plan is not intended to direct routine emergency response decisions, nor is it intended to constrain persons involved in managing major emergencies or events from taking other approaches if necessary under the circumstances.

SUMMARY

Overview

This plan is designed to be implemented when a disaster or emergency interferes with the day-to-day operations of DCFS. While procedures spell out by unit or function what can be done in preparation for a disaster or when a disaster strikes, it is not a substitute for sound judgment and capable leadership. Leadership is the responsibility of the State and County management and will be necessary to guide staff and DCFS clients when normal operations are interrupted. Coordination between DCFS and the various divisions of DHHS is essential to effectively prepare and respond to disasters.

Each section of this plan needs to be implemented to ensure the staff remains prepared as possible for disasters that might interfere and/or interrupt normal operations of DCFS. Implementation means:

- Gathering and making available emergency information to supervisors and administrators;
- Training staffs about emergency procedures;
- Establishing periodic reports of key client information for supervisors and administrators;
- Reviewing and updating, periodically, this plan to improve the Division's ability to respond to disasters; and
- Establishing specific procedures with DHHS to coordinate preparations for and responses to disasters.

This plan will be activated when ordered by the DCFS Administrator or designee and/or when a jurisdictional office can no longer follow Division policy and/or the office's usual operating procedures. This plan will end when the agency can resume its usual operating procedures or when given a new operations plan by the DCFS Administrator or designee.

General Assumptions

This plan is based on the following assumptions:

- The plan depends on timely communications and effective leadership.
- The plan applies to all hazards and not a specific event.
- The plan identifies the Division's priority services.
- The plan describes only the general emergency procedures staff will need to follow. Supervisors and Administrators may need to improvise to meet the specific conditions of an actual disaster.
- The plan assumes DHHS will continue to operate to provide food stamps, Temporary Assistance for Needy Family (TANF) grants, Medicaid and other services.
- The plan assumes that community emergency services will be in place to provide the basic necessities of shelter, rescue, evacuation, fire control, transportation, etc.
- The plan assumes DCFS is participating in the DHHS emergency response system for homeland security and other types of emergencies.
- The plan focuses on DCFS' unique responsibilities for foster children in foster family homes or residential facilities in state or out-of-state including those children with special needs.
- The plan assumes staff and supervisors will be informed and trained on how to implement emergency procedures when disasters strike.
- The plan assumes all personnel will need some level of assistance before, during and after the disaster has passed. The plan assumes DCFS will coordinate this plan with DJJS especially where some offices of both Divisions are in the same building and where there are joint cases and common providers.
- The plan assumes the plan will be effective only if it is tested and updated.

Exercising

The maximum effectiveness of this plan is dependent on trained personnel to test the assumptions made and the directions provided. The importance of exercising disaster and response plans cannot be overemphasized. Exercises provide an opportunity for building inter organizational relationships and testing capabilities. The result of these exercises demonstrates the importance of a rapid and coordinated response in a disaster situation. Periodic drills, outcome reviews and updating of information and direction is necessary for leadership and staff to maximize services to clients and to support staff during times of disasters.

MAINTENANCE OF CRITICAL FUNCTIONS: Family Programs Office Responsibilities

The DCFS Disaster Response Plan is activated when ordered by the DCFS Administrator or designee and when a jurisdictional child welfare agency can no longer follow usual procedures.

Each service unit (ICPC, CPS, Foster Care and other placement, Jurisdictional Placement Teams, Child Care Licensing, Emergency Shelter Care and Adoption) at each local child welfare agency will develop and follow a disaster response plan that will guarantee a continuity of operations exists during such an event. Appendix C is provided as a template for jurisdictions to complete to ensure each critical function is met. Appendices D and E are provided as guidelines to help caretakers and facilities in the development of their own plans. Appendices F and G are FPO Response Flowcharts and Exercise Schedule. At the **State FPO**, the following emergency procedures will take place to guarantee each critical function is accomplished:

Criteria A: Identify, locate, and continue availability of services for children under State care or supervision who are displaced or adversely affected by a disaster.

As necessary and appropriate, the following will be done for children in State custody and as necessary to assist those jurisdictions affected by the disaster:

- Ensure that checks are made on each foster child's condition, location, and on-going needs.
- Ensure that birth and foster parents and emergency shelter care providers of all foster children in open cases are contacted and that information is collected on: their current and future locations, needs for medical information and/or prescriptions for each child, specific needs that they may have during disaster. Also, ensure that all foster parents receive information on how to contact DCFS and regional child welfare worker(s) during or after the disaster.
- Ensure that family cases are reviewed and the safety of all children with immediate safety issues are confirmed to include: medically fragile children dependent on life supporting equipment, children dependent on prescription medications, children in the process of being removed from their homes and all other children with critical health or safety needs.
- Ensure that appropriate documentation is maintained in UNITY if available or other non-electronic measures if necessary during and after disaster.
- Ensure that law enforcement contacts occur if a child needs to be moved for safety reasons from their current placement.

Criteria B: Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases.

The DCFS manager or designee will work with affected jurisdictional child welfare service unit staff as necessary to ensure that the following occur to maintain Intake processes:

- Review referrals and assign highest priority referrals for assessment.
- Provide paper forms for documenting referrals if UNITY is not accessible.
- Contact law enforcement when a child is in danger and referral cannot be made to a district office.
- Request additional Intake staff as needed.
- Ensure that jurisdictional child welfare agency Intake workers report to the assigned worksite unless instructed to report to a temporary alternate site.
- Contact their supervisor or alternate identified contact at regular intervals to report status, discuss issues, and get updates and information related to the disaster.

Criteria C: Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster.

The following steps will be taken at the DCFS FPO Office by the Administrator or designee:

- Identification of key DCFS FPO specialist assigned to each service area (ICPC, Adoption, etc.).
- Updating of existing personnel data on all service unit staff.
- Development of a Personnel Notification System (PNS) to track essential child welfare staff at DCFS FPO who is displaced in the event of a disaster. The first step in this process is to update existing personnel data so that current contact information is available in the event of a disaster. This system would notify off-site personnel and then provide a mechanism for maintaining contact with the staff person during and after the disaster.

FPO will follow the general notification steps in the event of a disaster:

- DCFS Administrator or designee will provide information and direction to managers and/or identified essential staff at impacted site(s).
- Manager(s) informs affected staff and provides direction for continuation of essential services/programs.
- Manager(s) informs staff about alternative work site as applicable.
- Manager(s) maintains contact with displaced staff, provides updates to staff at intervals, and notifies staff when Director or designee notifies manager about status changes.

Criteria D: Preserve essential program records.

The Division's Information Management Systems (IMS) Department has developed a disaster response plan to preserve records for internal and external use during and following a disaster. This plan should be consulted when considering the preservation of other division documents.

Criteria E: Coordinate services and share information with other states.

If the disaster is of such magnitude that it requires the movement of children between states, clear and immediate information regarding locations must be shared. A system should be in place to track out of state movement of children.

**MAINTENANCE OF CRITICAL FUNCTIONS:
Child Welfare Agency Responsibilities**

In order to meet the federal requirement for Child Welfare disaster planning, DCFS requires each jurisdiction to develop and maintain a written child welfare disaster plan. Additionally, a *comprehensive plan for testing the plan and taking corrective action as necessary* must be in place to ensure the safety not only of vulnerable populations served by the Division, but for staff and personnel as well. Such plans must focus on jurisdictional planning and procedures for the continued care and supervision of all children served by child welfare agencies in the event of a disaster. All disaster plans must be developed in accordance with the criteria set forth by the federal government.

Criteria A: Identify, locate, and continue availability of services for children under State care or supervision who are displaced or adversely affected by a disaster:

One of the jurisdiction's first priorities in disaster planning is to prepare for and maintain communication with children and youth in out-of-home care (for example, foster care, group home, alternative placement). An integral part of disaster planning is to prepare foster parents and other out-of-home care providers and youth so that they will know what to do in a disaster. Jurisdictions will assist foster families and other childcare providers to develop a disaster plan, update the plan on a regular basis, exercise the plan, take corrective action as necessary and maintain it in a safe and easily accessible location.

Families receiving in-home services, including families of children in out-of-home placement, should also be encouraged to develop and update family disaster plans. DCFS jurisdictions will provide such families with emergency preparedness information and DCFS emergency contact numbers to call and check on the safety and status of their children following a disaster or evacuation.

Disaster plans of foster families and other childcare providers may include, but not be limited to, the following information:

- Where the foster family, provider children and youth would go in an evacuation (if possible, identify 2 alternate locations);
- Personal telephone numbers and contact information (for example, cell phone numbers, fax numbers, e-mail address);
- Emergency contact information for individuals who may know where they are currently (for example, out-of-area relatives or friends);
- A list of critical items to take when evacuating with children/youth, including identification for the child (birth certificate, SSN, citizenship documentation), the child(ren)'s medical information (including health insurance card), medication and/or

medical equipment, educational records, and existing court orders dealing with who has legal authority over the child; and

- Normal contact, emergency contact or toll free telephone numbers for DCFS agency personnel, including foster parents and voluntary agency childcare providers.

Additionally, jurisdiction disaster plans may include, but not be limited to, the following information and planned activities:

- The ability to identify and locate all children in their custody, that is, children in foster care or alternative placement settings such as group homes, relative placements and pre-adoptive placements, both within the county and across county or state lines;
- Current personnel lists and corresponding emergency contact numbers (home, business, cell and emergency backup numbers);
- A current list of foster parents, group homes and other congregate care settings and corresponding emergency contact numbers (home, business, cell, emergency backup numbers);
- The ability to activate and post toll-free telephone numbers or reserve numbers for DCFS staff, families, youth, and foster care and other service providers to contact during and after a disaster;
- The ability to post information for DCFS staff, families, providers and youth on a designated website, and update it regularly (disaster updates, alternate transportation routes, toll-free numbers and other contact information);
- Identified liaisons in neighboring counties and states that may be able to share information, within the limits of applicable confidentiality standards, from county or state automated databases and with whom services for children and families who cross county and state lines may be coordinated;
- Data sharing agreements with agencies likely to be involved in running emergency shelters to help locate displaced children and families after a disaster; and
- Encourage birth families of placed children and families receiving in-home services to develop and update family disaster plans, and provide them with emergency preparedness information and DCFS emergency contact numbers that they can call to check on the safety and status of their children after a disaster or evacuation.

Criteria B: Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases.

Jurisdictional disaster plans may include, but not be limited to, the following information and planned activities:

- Conducting an initial assessment of locations and needs of families, providers and youth;
- Developing mechanisms to identify and serve children separated from parents;
- Providing information, support and services to families, providers and youth disrupted or severely impacted by the disaster;
- Planning with other service providers for the provision of additional programs/services for children, youth and families affected by the disaster;

- Establishing emergency field offices and information sites and relocating services to alternate locations as required;
- Establishing toll-free numbers that may be released to the general public to secure DCFS assistance and/or services; and
- Designating public access websites for disaster information sharing; for example, where to go for emergency assistance.

Criteria C: Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster.

Jurisdictional disaster plans may include, but not be limited to, the following information and planned activities:

- Encouraging staff to develop personal disaster plans and keep them updated;
- Requiring staff to check in after disasters and provide information on how to do so;
- Keeping emergency supplies in the office (including satellite offices);
- Training all staff on the disaster plan and having them participate in drills;
- Establishing personal and professional support services for staff; and
- Developing expectations of and support for contract staff in the event of a disaster or emergency.

Criteria D: Preserve essential program records.

Jurisdictional disaster plans may include, but not be limited to, the following information and planned activities:

- The protection of vital records; establishing off-site backup for information systems with case and client records (for example, adoption subsidy and foster care payments systems);
- Protecting data and equipment from environmental factors (for example, covering/bagging computers and office equipment, installing surge protectors); and
- Assessing the critical nature of paper records, prior to a disaster, and then determining what steps may be necessary to protect such records from potential damage in a disaster (for example, use of fire-safe metal filing cabinets);

Criteria E: Coordinate services and share information with other states.

Jurisdictional disaster plans may include, but not be limited to, the following information and planned activities:

- The prior identification of liaisons in neighboring counties and states who may be able to share information from county or state automated databases, within the limitations of applicable confidentiality standards, and with whom services for children and families who cross county and state lines may be coordinated; and

- The prior establishment of disaster planning agreements with agencies in neighboring counties and states that would likely be involved in running emergency shelters to help locate displaced children and families following a disaster.

APPENDIX A

Excerpt from Sec. 422. [42 U.S.C. 622](b)(16)

(16)...provide that, not later than 1 year after the date of the enactment of this paragraph, the State shall have in place procedures providing for how the State programs assisted under this subpart, subpart 2 of this part, or part E would respond to a disaster, in accordance with criteria established by the Secretary which should include how a State would:

- A. identify, locate, and continue availability of services for children under State care or supervision who are displaced or adversely affected by a disaster;
- B. respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases;
- C. remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster;
- D. preserve essential program records; and
- E. coordinate services and share information with other States; and

APPENDIX B

Excerpt from Nevada Vulnerability Assessment Unclassified Summary and Recommendations, pg. 13 of 29.

2.1 Threats/Hazards

The assessment team met with members of the Federal Bureau of Investigation, the United States Secret Service, the Department of Defense, the Nevada National Guard, the United States Attorney's Office and Local Law Enforcement Agencies to gain updates for existing threat data. All of the agencies were very cooperative in helping the team develop a threat assessment. After numerous briefings and reviews of threat assessment reports, the assessment team chose to use the National Planning Scenario List to select threats and hazards to determine Nevada's vulnerabilities. The assessment team looked at the threats and hazards faced by the State and divided them into four major categories. While each presents a set of potential threats to the safety and security of Nevada, the assessment team also considered the probability of an event that could have catastrophic consequences in each category.

The **first category** is national security threats posed by international terrorism, domestic terrorism and criminal acts. On the international front, these groups include most notably, Al Qaeda and its affiliates. The domestic groups falling into this category include, The Aryan Nation, the Ku Klux Klan, as well as constitutionalist groups such as Posse Comitatus.

The **second category** considered by the assessment team was natural disaster threats posed by such events as earthquakes and flooding. Nevada has several fault lines running through it that have the potential to cause major damage to communities. Many areas of the State are also subject to flooding. For example the city of Reno and the City of Fallon sit alongside the Truckee River that when it exceeds the flood stage causes flooding in these cities in a matter of hours.

The **third category** considered was industrial threats that are created by the movement of hazardous materials (HAZMAT) around the State by both truck and rail traffic. HAZMAT used in mining operations poses a significant hazard. The proposed Yucca Mountain nuclear waste repository has the potential of increasing the amount of HAZMAT transported into and around the State.

The **fourth and final category** examined by the assessment team was cyber threats that are defined as a deliberate effort to penetrate and disrupt computer-based information and control systems.

APPENDIX C: Disaster Response Template FPO 1501B

See FPO 1501B Disaster Response Template – a separate document.

APPENDIX D: Foster Parent's Emergency Procedures

This attachment is to provide guidelines for foster parents to develop emergency procedures for responding to accidents, serious illness, fire, medical emergencies, water emergencies, natural disasters, terrorism and other life threatening situations for children in out-of-home care. Each foster home shall develop emergency procedures with the following information that will be submitted to the licensing worker. It is recommended this plan will be reviewed quarterly with their foster children, with the review dates recorded by the foster parent and given to the licensing worker.

Foster Parent's Responsibilities

Each foster parent shall develop and display a family emergency plan that will be approved by their local office and become part of their Family Development Plan. The plan should include the following:

1. An evacuation plan for various disasters;
2. A meeting place for all family members if and when a disaster occurs;
3. Contact numbers which shall include:
 - a. Local law enforcement;
 - b. Jurisdictional Communication Plan with Contact Personnel;
 - c. Emergency Numbers;
4. A disaster supply kit , that includes "special needs" items for each household members, first aid supplies, including prescription medications, a change of clothing for each person, a sleeping bag or bedroll for each, foster child, battery powered radio or television, extra batteries, food, bottled water and tools. For information regarding what to place in an Disaster Kit, go to "American Red Cross Disaster Plan Kit Item list" www.redcross.org

As part of the disaster plan, each foster parent will identify what will happen to the child if he/she is in school or the foster parent is away from the child; i.e. school policy regarding keeping the children at school or sending them home.

Each foster parent will provide their case workers with back-up contact phone numbers in case of emergency in which they cannot be located by their home or work phone. Foster parents should consider providing staff with back-up phone numbers of individuals (such as relatives) they would contact in case of an emergency.

Each foster home will review this plan with their foster children quarterly and report this information back to the foster child's respective caseworker. The worker will record this information in the providers file.

APPENDIX E: Writing and Exercising A Disaster Response Plan

Floods, mudslides, fires, earthquakes...and more. We have only to turn on a television, radio or log onto the Internet to be assaulted by the latest disaster. Whether it's a product of El Nino, a man made disaster or Nature at its worst there seem to be more and more images of people around the globe trying to cope in the face of a catastrophe. People are hurt, homeless and society is disrupted. Any disaster story always mentions the cost in human lives, emotions and dollars.

We see the pictures, we hear the emotional interviews and we briefly wonder what we would do if it happened here. For childcare providers this wonder has to expand to what we would do with the children in our care. Unfortunately these disasters don't always occur at night or on weekends when children are home with their families. There are many times when the warning is too short for a close down or a cancellation of planned care. There are situations such as power outages, floods and chemical spills when only an immediate area is affected. With the amount of time children now spend in care the odds are the disruption will occur during childcare hours.

With such a possibility it becomes imperative that the child care provider, whether in family based care, center based care, a school age program or a residential facility spend some time in developing contingency plans and training all staff in its particulars. It is not enough to think you will have time to make calls, get parents or emergency contact people who may be unable to respond to come and pick up the children. The provider may be the only person available and as such must respond. To assist providers in this important task the following outline should help. In addition to these steps, it must be stressed that having a written plan is never enough. A plan sitting in a file cabinet or desk drawer will not evacuate children. Staff evacuates children. All caretakers need to be trained and practice that evacuation. Practice drills must occur if you want to avoid panic in the real situation. Many providers, hearing this, talk about scaring children. While no one advocates raising anyone's anxiety level, we all know from doing fire drills throughout our school years that they are necessary and can be presented in ways that do not cause anxiety. The same holds true for many disaster scenarios. The potential disaster certainly doesn't have to be told to the children but the staff should know what options are possible. Will the situation call for shelter in place or evacuation and if evacuation to where are questions staff need to know. They also need to realize where their responsibility lies. A staff person caring for several children cannot leave to go home and check on family members as much as they would like to if it means leaving the children in care at risk. Such discussions need to occur when things are calm so expectations are clear and agreed on.

ONE: THE ESCAPE ROUTE

The first step is to know your center or home. Sit down with a floor plan or draw one. Mark on the plan all evacuation routes, shelter areas, fire alarms, emergency lights, fire suppression equipment and extinguishers. Indicate emergency assembly areas or routes to the area.

As you plan evacuation routes take into consideration where the children will be, what they have to pass by that are potential hazards or places to hide. Remember a frightened child's first response may be to hide. When your route goes by "hiding places" such as closets, beds, and closed doors consider the temptation. Also, consider what has to be negotiated around, such as bookcases, play furniture etc. If you're running a school age program that may be in a school building, a church or other large building you have added issues to address. You not

only have to route out of the licensed space but also out of the building. This may entail exiting by a number of rooms that can be very inviting to children who are scared. If in a large building such as a school, the program director should make certain that the emergency services, police and fire, are well aware of exactly where the program is located. By taking the time now to inform the police and fire and ask that they log the directions with your address, a disaster may well be avoided in the future.

Once you've looked at everything from your perspective, think what it would be like for a small child in a smoke filled room.

Get down on your hands and knees and evacuate, preferably in the dark. Providers who have done this exercise after-hours with their staff realize how difficult it could be to evacuate especially in a dark and smoky room. Such exercises go a long way in making everyone aware of the evacuation routes and the importance of keeping them clear and straightforward. They are also more acutely aware of the importance of updating the route should furniture be re-arranged.

In drawing plans and evacuation routes seek assistance from professionals in your community. Call the local Fire Dept. and ask their advice on the best evacuation routes. Talk to them about your set up and how feasible shelter in place would be for certain situations. Shelter in place can refer to two issues. It can be used to refer to staying in the building during an emergency such as a fire. This concept ONLY applies to certain fire conditioned buildings and there are many building criteria that have to be in place before such a designation is given. This usually occurs in high-rise office or certain apt. buildings where immediate evacuation is not feasible. The other use of this term is when the emergency exists outside, e.g. hurricane, blizzard etc., where it is safer to stay put than venture out. When this is a consideration the provider may want to explore stocking emergency supplies of food, blankets etc. in case staff and children are stranded for an extended period of time.

TWO: THE ORGANIZATIONAL CHART / EMERGENCY RESPONSE ROLES

Do an Organizational Chart. List all your staff, names, phone numbers, (both regular and emergency), and position.

For each position, list who that person reports to. At the same time, you may want to number the list in order of response so that someone looking at the list can tell at a glance who is in charge should the person or persons above them be unavailable or unable to respond to a crisis.

For each person list what their role and responsibility is in an emergency. Make sure there are overlaps in case a person is unable to fulfill their responsibilities. These responsibilities should include who will be giving first aid, who will be responsible to take attendance lists to ensure everyone has gotten out, who will be responsible for taking emergency information on each child, who will call for help, who will take the first aid kit out, who will carry other emergency kits, and which groups of children go with which staff.

This chart should be shared with the staff making it clear to all who is in charge and the order of that responsibility as well as what each person's role and back up responsibility is.

THREE: THE ATTENDANCE LIST & EMERGENCY INFORMATION

An attendance list of all children must be maintained so that at any time childcare providers know who is in the building and when they arrived or left. It is imperative in any situation, but especially in an emergency, to be able to tell quickly and accurately where all the children are

so that children, staff and emergency personnel are not put in danger either through being left in a dangerous situation or searching for a child already evacuated.

At the same time, there must be emergency information for each child available so that when successfully evacuated, a child's family, or the appropriate child welfare agency, may be contacted immediately. This emergency information should also include health information and emergency medical information and permissions should the child require medical intervention. If children have special requirements or medications these too must be taken from the program.

FOUR: THE EVACUATION PLAN & PROCEDURE

After developing the floor plan and routes out of the building there are further considerations that must be addressed depending on the nature of the threat. There are three possible threat scenarios to be addressed.

If the emergency is confined to the immediate area, e.g. fire or toxic fumes and the children cannot stay on the premises there needs to be an area or place in the vicinity where they can be taken to get away from the immediate area, be safe and be available to their parents or guardians for pick up. Childcare providers should examine the general neighborhood looking for a suitable safe spot. Once a place is identified, seek permission of the owner or manager and inform them of the proposal to take children there in an emergency. If it is a public building, make sure of its hours of operation and whether there is a suitable place for your group of children. When choosing an area to assemble in after an evacuation, think of the various scenarios possible and plan accordingly. If you have to leave the building because of flooding during severe storms, you should not pick a place that may be under water or in danger of lightning strikes. If leaving due to a blizzard you shouldn't pick an area inaccessible due to snow.

If the emergency is more widespread and necessitates an evacuation of a neighborhood or several homes due to a non-confined environmental threat. e.g. toxic fumes from a chemical spill, gas leak, brush fire, floodwaters, etc., identify a safe place where children can be brought to. Once again, you will need to gain co-operation in this effort. You will also need to address the method of transporting as well as who will be doing it and how the childcare staff will maintain supervision of the children until parents/guardians assume responsibility.

If the emergency is a major environmental hazard that necessitates a major evacuation of several neighborhoods, a city, town or geographical area children will need to be transported to a designated emergency staging area. Once again the childcare provider developing this plan needs to identify what the staging site is and so inform parents prior to an emergency. The plan should address who will transport, whether assistance from government agencies, emergency personnel will be needed for transportation, how the staff will be transported with children to maintain supervision.

EVACUATION PROCEDURE

No matter which format your evacuation takes, write up a procedure for your staff at the assembly area. Always start and end with counting the children and matching the names to the attendance list. By doing so, there is a better chance of noticing if a child is missing. Your emergency procedure should address how parents will be notified. Is there a telephone tree among parents to assist if you are unable to make all the calls? Have the parents been given an emergency information sheet informing them of where their children will be evacuated to?

A recent situation of a center evacuated for a bomb threat comes to mind as an example. The center had never developed a comprehensive emergency plan other than to follow the advice of safety personnel in the event of an emergency. With the bomb threat, center was evacuated by the police. Using school buses the children were transported a mile away to another school. Staff left without attendance lists or emergency phone numbers. Being unable to provide accurate attendance, safety personnel were put at further risk by having to thoroughly search the entire building to determine if it really was empty. In order to inform the parents, the police and center personnel had to be stationed on the street to direct the traffic to the alternate pick up area. This situation caused chaos as well as leaving people in harm's way had the bomb exploded. This was an easily remedied situation had some foresight been used.

FIVE: THE DISASTER KITS

There are two types of Disaster kits. There is one kit that can be maintained in the child care environment for use in certain types of non evacuation situations that are sufficiently unusual and frightening for children to require a special response, e.g. weather emergencies where people could be stranded beyond normal hours with or without power, food etc. Some companies and people chose to stock extra supplies of food and blankets sufficient for the number of people possibly being trapped. The Red Cross maintains lists of such recommended materials. Childcare providers have the added dilemma of keeping sizable groups of children in a calm state. No small task, when the world has become a frightening place. Many childcare providers maintain extra childcare emergency kits, that can be described as an extra toy chest full of games and activities that will maintain the children's interest during stressful times. It is a good idea to have two of these; one for the in house emergency where children are staying and one as part of the emergency evacuation kit so that should the children be transported and end up waiting for pick up in unfamiliar surroundings, order can be maintained through guided activities whether that is singing songs, circle time reading or drawing. Some providers put together their disaster kits in backpacks that are easily stored and transported in an emergency. Providers who do so report that they have two; one with emergency information, medications attendance lists etc., while the other is filled with toys and activity plans. If you decide to maintain two kits or backpacks make certain that, the people responsible to transport these know where they are kept and practice their removal during drills.

In responding to a disaster, the most important issue is, of course, to get everyone out of danger and to a safe area. In order to do this and do it well there are important things that need to go into any emergency kit. A kit should always include all first aid supplies necessary for any field trip, any special medications certain children or staff need, emergency contact/health information for all children and staff, current attendance lists to check that all are safely out., all required permissions as well as any special things used to occupy the children's attention during a stress filled time.

In the development of any contingency plan the provider, depending on where they live, should take into consideration a variety of possible threats that could confront her or him.

Natural Hazards	Personal Safety
Severe Weather Snow and Ice Storms Tornado Hurricane Earthquake Flooding	Medical Emergency Missing Child Unauthorized or Suspicious Person Protective Actions Evacuation Shelter in Place Recovery and Restoration of Operations
Technological Hazards	Attachments/ Forms
Utility Disruption Power Outage Water Loss Heat Loss Fire Hazardous Materials Emergency Bomb Threat, or Suspicious Article/Message Coping with Children's Reactions to Hurricanes and other Disasters	Floor plan with evacuation routes Evacuation Requirements Sheet Parent/Guardian Emergency Evacuation Info. Bomb Threat Checklist Nat. Weather Service Criteria for Advisories Management Guide for Business and Industry Helping Kids Cope with Disaster

Developing contingency plans is not a difficult task. Rather, it takes time and thought. Always keep in mind the adage that an ounce of prevention is better than a pound of cure. You're developing plans that could be extremely important to both you and the children in your care. Take the time it'll be worthwhile and well spent if one child is protected.

EMERGENCY PLANNING RESOURCES ON THE INTERNET

The following web sites offer a rich variety of information about planning, surviving and recovering from disaster situations. Many of these sites offer resources to help train staff and children on coping and responding to critical situations.

- **American Red Cross**
<http://www.redcross.org/>
American Red Cross: The American Red Cross offers many downloadable resources for planning and responding to critical situations. Checklists and brochures on most types of incidents are available in English and Spanish.
- **National Oceanic and Atmospheric Administration**
<http://www.noaa.gov/>
NOAA National Oceanic and Atmospheric Administration. NOAA offers much information on severe weather and how to respond as well as prepare for it.
- **Federal Emergency Management Agency**
<http://www.fema.gov/>
FEMA, Federal Emergency Management Agency-There are many pages of safety precautions for earthquakes, heat waves, floods, hurricanes, landslides, tsunamis, volcanoes, wildland fires, winter storms and driving tips, thunderstorm and lightning.
- **United States Fire Administration**
<http://www.usfa.fema.gov/>
United States Fire Administration Information on fire safety, statistics, prevention through use of smoke detectors, sprinkler systems, resource library; Fire Stops with You Campaign, teaches adults and children fire safety
- **National Fire Prevention Association**
<http://www.nfpa.org/catalog/home/index.asp>
Fire Prevention Association; tips on fire safety and teaching children about prevention Home of Sparky the Fire Dog
- **Allstate Insurance Company**
<http://www.allstate.com/Catastrophe/PageRender.asp?Page=main.htm>
Disaster Preparation pages as well as insurance information
- **University of Colorado: Natural Hazards Center**
<http://www.colorado.edu/hazards>
The Natural Hazards Center, located at the University of Colorado, Boulder, Colorado, USA, is a national and international clearinghouse for information on natural hazards and people's reactions to hazards and disasters.
- **Contingency Planning & Management**
<http://www.contingencyplanning.com/>
Contingency Planning & Management magazine's global information network for the business continuity community, a resource for the multiple responsibilities of the continuity professional.

- **Institute for Business and Home Safety**
<http://www.ibhs.org/>
IBHS is an initiative of the insurance industry to raise awareness for disaster safety. The IBHS provides safety and preparedness information as well as advice on building damage-resistant structures and reinforcing existing structures.
- **National Safety Council**
<http://www.nsc.org/>
The National Safety Council is a nonprofit organization devoted to promoting safety awareness. Here you'll find a variety of public service announcements regarding disaster recovery.
- **National Weather Information Network**
<http://iwin.nws.noaa.gov/>
Maintained by the National Weather Service, the NWIN offers a range of current weather news including up to the minute satellite and radar images, warnings and watches, and local weather forecasts.
- **U.S. Small Business Administration**
<http://www.sba.gov/>
SBA is a federal agency that plays a major role in the U.S. government's disaster relief efforts by making low-interest recovery loans to both homeowners and businesses.
- **The Weather Channel**
<http://www.weather.com/>
The Weather Channel, the only 24-hour television network, is the premier source for weather reporting and preparedness information. Based in Atlanta, Georgia, the Weather Channel offers current conditions and forecasts that can be seen in over 68 million homes nationwide.
- **Federal Bureau of Investigation**
<http://www.fbi.gov/>
FBI web page includes links to Crimes Against Children Initiative, terrorism resources and initiatives as well as most wanted list and links to FBI reports. There are also kid's pages to learn about law enforcement. A good resource for crimes & prevention.
- **National Child Care Information Exchange**
<http://www.nccic.org/>
Federal website under Administration For Children and Families; Excellent information and resources pertaining to early childhood education, issues, curricula, state profiles, literacy resources and emergency preparedness and all things pertaining to children. Check out the Internet Links: literally hundreds of links pertaining to everything involving children.
- **Department of Homeland Security**
<http://www.ready.gov>
Federal website with large amount of information regarding preparation for everything. Excellent.

ADDENDUM: SPECIAL CONSIDERATIONS FOR RESIDENTIAL FACILITIES

While much of what has been discussed is readily adaptable to residential facilities there are a few special considerations that need to be addressed in developing a site-specific emergency plan. Those considerations are:

The clear explanation for overnight staff of what their responsibilities are in an emergency situation. With the usual reduction in staff during overnight periods there is usually increased responsibility when it comes to the various duties: taking attendance; ensuring all residents are successfully evacuated; emergency notifications; who calls emergency personnel, who notifies management, who notifies parents, guardians, oversight agencies; who transports records, emergency supplies and medicines, etc. If there are multiple sleeping floors or buildings staff need to know without a doubt where they belong and what their duties are. There probably will be a distinction between daytime and nighttime responsibilities and assignments. For each shift staff need to know their respective duties and responsibilities. They should be fully aware that their respective duties and responsibilities might change according to the shift working.

The overnight nature of care and the need for emergency lighting as well as clear evacuation routes that can be followed at night. Here consideration should be given to having a supply of flashlights or a comprehensive emergency lighting plan that adequately illuminates the evacuation routes. All staff for each shift should most definitely test these systems on a regular basis for not only operability but also adequate illumination from point to point and nearness to the evacuation route. By testing this system under nighttime conditions it will become apparent where there are dark spots even with emergency lighting.

Individualized evacuation routes are necessary for each sleeping area. Just as hotels/motels have a posted evacuation route on the door it is a good idea to do the same in addition to the general postings required by regulation. Make sure that residents are aware of the route and have practice evacuations during nighttime hours. Inform residents about their need to plan regarding what clothing to take with them depending on the weather. Where they should keep clothing needed so it can be taken away with them when there is a need to leave without dressing. Make it clear to residents that only necessary clothing should be taken in an emergency. They do not have time to pack.

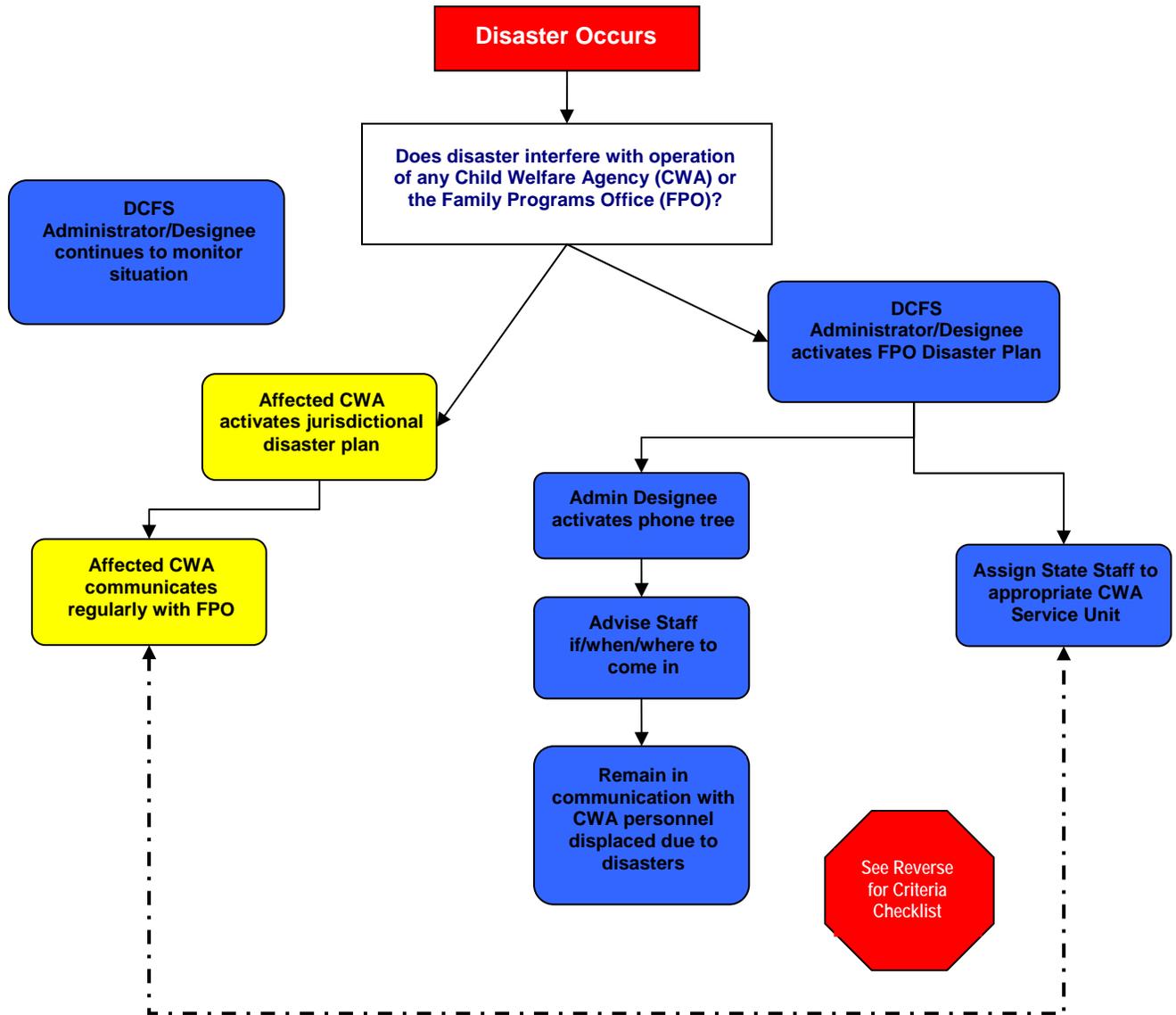
If there are elevators in the building determine whether or not they can be used in an emergency by checking with local Bldg. Inspectors/Fire Dept. Should they not be usable that is the usual case, make sure there are clear signs that state the elevator is NOT for use during emergencies. If the elevators are allowed for use determine what the procedure is and the order of evacuation so everyone isn't crowded around the doors trying to get in all at once. If there are medically impaired residents who rely on medical equipment prioritize their evacuation by elevator. It should be clear to all the order of elevator usage. All things being equal a facility might want to go by room numbers so the order is clear. The evacuation route should also clearly state elevators are not to be used.

There are additional special considerations if this is a locked facility in need of evacuation. Staff need to know if the doors unlock automatically, if not, who has the keys, who makes the evacuation decision, who calls for any backup what kinds of back up supports are put into action at the time of the evacuation, how long it will take for back up supports and whether it is feasible to wait for back up or start the evacuation prior to their arrival. Staff need to know who on site makes this decision and how much time before backup and what responsibilities they have initially in this situation.

Given the type of residential facility added consideration must be given to where residents are evacuated to if they have special needs, are in need of security or are at risk for running away. When developing the plan suitable places must be examined, agreed upon and if necessary prepared for emergency situations. For example if the residence is a secure one and the evacuation area is a local school that is not secure but agrees to accept your residents during an emergency suitable preparation might be for the residence to fund new secure locks etc. as part of the agreement for use of the space.

In addition to these special considerations regarding evacuation, the plan must always be specific to the population served. If the residence is for deaf children, autistic children or others with sensory impairments are there special methods in place to ensure both residents and staff are fully aware there is an emergency? Do those methods work for the population being served? A residence for the deaf may have an elaborate light system that alerts people when there is a crisis while a residence for the blind may rely on sound systems. There is no required best system. The overarching concern is that the systems put in place must respond and protect the residents served.

APPENDIX F: Flowchart



As necessary and appropriate, ensure the following checks are made for children in State custody and as necessary and appropriate, assist jurisdictions in accomplishing the following checks are made for children in State custody and as necessary and appropriate, assist jurisdictions in accomplishing the following: (A) Administrator/Designee (S) State Staff

Criteria A: Identify, locate and continue services for children displaced or affected	Criteria B: Respond to new CW cases and provide services in areas affected by disaster	Criteria C: Remain in communication with CW personnel displaced because of disaster	Criteria D: Preserve essential program records.	Criteria E: Coordinate services and share information with other states
Check on foster children's safety, location, condition and needs (S)	Review and prioritize referrals for assessment. (S)	Identify key FPO Specialist assigned to each service area (A)	Consult IMS Disaster Response Plan when considering preservation of division documents (A)	If disaster requires movement of children between states, ensure a system is in place to track and share information, which is clear and immediate. (S)
Ensure parents/caregivers provide info on current/future locations, medical needs and other needs (S)	Use paper forms for referrals if necessary. (S)	Update personnel contact roster (A)		
Review family cases and ensure safety of children, including special needs such as meds., equipment, etc. Assist with law enforcement contacts if necessary for removal, etc. (S)	Contact law enforcement as necessary if referral cannot be made. (S)	Develop/maintain Personnel Notification System to track displaced staff (A)		
Ensure documentation is maintained in UNITY or other non-electronic measures. (S)	Request additional intake staff is available/necessary (S)	Provide info/direction to mgrs/impacted staff re disaster (A)		
	Maintain contact with other jurisdictions affected by disasters regarding referrals if necessary. (S)	Provide info re alternate work site (A)		
		Encourage staff to develop personal disaster plans (A)		

APPENDIX G: FPO Disaster Response Exercise Schedule 2008

MONTH	EXERCISE	PARTICIPANTS
January	Plan Review	Administration
February	Revised Plan Approved	DMG
March	Plan Overview Training (2 hr)	FPO Staff
April	Revisions as necessary	
May	Tabletop Exercise (2 hours)	FPO Staff
June	Fire Drill/Evacuation Drill After Action Report (CCPI)	FPO Staff (if not entire building)
July	Revisions as Necessary	CPPI
August	Tabletop Exercise (2 hours)	FPO Staff and Rurals
September	Revisions as Necessary After Action Report	CCPI
October		
November	Functional Exercise	FPO Staff, jurisdictions and one division
December	After Action Report	CCPI