



# PROJECT K.I.D.

## Operation Golden Phoenix-HoldSafe 2008 Collaborative Training Event After-Action Report

July 20-21, 2008

San Diego County, California

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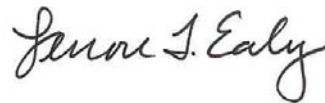
exercise and training  
program

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## RELEASE STATEMENT

Project K.I.D., Inc. authorizes the release of the attached after action report and accompanying information. The information is unclassified and cleared for general public release. SSC SD, as the executive agent, is authorized to use the material in the 2008 Golden Phoenix After Action Report.

Signed:



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Lenore T. Ealy, Ph.D.  
Chairman, Project K.I.D., Inc.

August 3, 2008

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Date

## EXECUTIVE SUMMARY

**Background.** Operation Golden Phoenix-HoldSafe 08 (July 21-23, 2008) consisted of a collaborative training event and observation opportunities for testing Project K.I.D.'s "PlayCare" model for community-based disaster child care capabilities and for assessing the gaps that continue to exist in first-response systems for children in disaster stress. OGP-HoldSafe 08 was a component of Operation Golden Phoenix 2008 (OGP), a collaborative training event led by U. S. Marine Aircraft Group 46 and U. S. Customs and Border Patrol and joined by numerous additional civil, military, and civilian agencies. The activities conducted were designed to help develop plans, policies, procedures, protocols, strategies, and/or systems that may guide civilian volunteers, first responders, and other child-focused response organizations through disasters of all kinds.

While most exercises are a culmination of training toward a collective level of preparedness, OGP-HoldSafe 08, as the second iteration of Project K.I.D.'s HoldSafe Exercise and Training Program, represented a continuing step in understanding and demonstrating the special needs presented by children in a disaster event and in exploring how civilians may take protective and productive steps to address these needs in coordination with official civil and military first responders.

**Goals and Objectives.** The overarching goal of the HoldSafe exercises and training events is to raise awareness of the issues surrounding children in disasters with the general public and first responders. Injecting PlayCare capabilities (including civilian volunteers and children as participants) and child-focused scenarios into exercise and training events serves to make real the human needs that arise in disasters and helps to remind all participants that these human needs must be a central focus of disaster response planning and resource development.

Design objectives for OGP-HoldSafe 08 included:

1. Strengthening planning and integration of civilian preparedness capabilities for meeting the needs of children in disasters, including:
  - Introducing children's emergency issues into a significant multi-agency field training event.
  - Augmenting official response activities with private sector resources and capabilities.
  - Exploring interfaces for civilian communications with both non-governmental response organizations and civil/military first responders and the Incident Command System (ICS).
  - Exploring volunteer and donations management practices and integrating civilian resources with incident command and incident management system resources.

2. Demonstrating and developing best practices in humanitarian assistance for children, including:
  - Deploying and refining Project K.I.D.'s PlayCare materials and processes,
  - Staffing PlayCare with credentialed volunteers, including conducting background checks,
  - Providing for wellbeing of children in a respite care and/or shelter-in-place environment.
  - Addressing critical issues of unaccompanied minors, including need for identification and reunification.

**Evaluation.** OGP-HoldSafe 08 proved to very successful, bringing together representatives from voluntary, Federal, State and local agencies as well as spontaneous volunteers to demonstrate and refine Project K.I.D.'s PlayCare capability for providing care for children in disasters. Additionally, communications capabilities and both "low-tech" and "high tech" solutions for the tagging, tracking, screening, and security of children and volunteers were demonstrated by Retriever Software, a Project K.I.D. HoldSafe partner.

The event provided significant lessons learned to help move concern for children's resilience during times of disaster from the discussion phase to a set of strategies and plans which can be backed by policymakers and implemented by government agencies, voluntary organizations, and civilians. Ultimately comprehensive policies, capabilities, and resources for addressing the needs of children in disasters should be developed and put into action by civilians, public and private community organizations, official government emergency management agencies at all levels (civil and military), and other voluntary disaster response organizations.

This report addresses the major findings of the OGP-HoldSafe 08 training event and aims to improve policy, process, and procedures by analyzing exercise results to:

- Document lessons learned;
- Identify best practices; and
- Recommend follow-up actions.

The suggested actions in this report should be viewed as recommendations only. In some cases, agencies may determine that the benefits of implementation are insufficient to outweigh the costs. In other cases, agencies may identify alternative solutions that are more effective or efficient. Each agency should review the recommendations and determine the most appropriate action and the resources needed (time, staff, funds) for implementation. A summary of the top observed lessons learned, best practices, and recommendations follows.

## Key Lessons Learned, Best Practices, And Recommendations.

**The care of children in disasters is a critical area of need that can be largely addressed by intentional coordination of civilian volunteers and donations. Project K.I.D.'s *PlayCare* solution, incorporating ongoing refinements based on research and lessons learned, continues to provide a model for best practices and an adaptable resource that can be easily deployed by volunteers with minimal training.**

Project K.I.D.'s PlayCare kit is a civilian-friendly resource that provides valuable support for first responders (dependent care) and victims. Local and state emergency resource lists should recognize resources such as the PlayCare kit and develop protocols for mobilizing them with trained civilian volunteers. Having these resources and capabilities pre-identified will enable effective and rapid response to needs of children as they emerge in disasters.

Current uses of the PlayCare kit, with various modifications for local circumstances, include but are not limited to:

- The provision of essential dependent care for first responders and essential personnel.
- The provision of essential dependent care for public health workers at PODs.
- The provision of emergency care for children in state or voluntary agency custodial care while awaiting reunification with parents/guardians.
- The provision of activities for children in shelter-in-place scenarios involving children at schools, childcare centers, and a variety of other venues.
- The provision of respite care for children of families seeking aid at shelters, disaster recovery centers, aid distribution sites, checkpoint for access to disaster sites, etc.
- The provision of supplies for the establishment of temporary child care at industrial and commercial facilities to support for workers and economic recovery.

During OGP-HoldSafe 2008 Project K.I.D. volunteers and partners sought to refine the PlayCare solution by testing new types of shelter (Morrow-Mobiles trailer, Shelter-Systems' relief dome), fencing materials, communications tools, child identification and tracking systems, volunteer registration and credentialing systems, and child protection guidelines and protocols.

Post-training needs identified included:

- The development of formal site operations manuals and training manuals and distribution of same online.
- The development of more standardized "kitting" for the PlayCare materials.

- Continuing cultivation of social networks and facilitation of special projects (e.g., the HoldSafe volunteer registry) to promote and enhance disaster child care capabilities nationwide.
- Investigation of state-by-state policies and legal requirements to ensure the safety of unaccompanied minors in emergencies and the development of appropriate child protection guidelines for implementation by all agencies, including first responders, working with children in disasters.

**Holding children safe in disasters requires establishing identification, intake, tracking, and reunification policies and systems for children, especially those who have been or must be separated from their parents/guardians during disasters. All communities should include family reunification guidelines and procedures in their emergency plans.**

Our current systems for addressing the needs of children in disaster are largely based on societal assumptions that often no longer hold true. Provision for mass care still largely assumes that children will be in the company of responsible guardians during an emergency. While this is true for most children, many will be dislocated from families both by circumstances of the disaster (on school/work days most children will need to be reunified with their families) or by chaos and/or faulty controls at schools, child care facilities, shelters and evacuation points.

Further challenges to the safety of children in emergencies arise from the ill intentions of a few people who take advantage of the chaos. During the Hurricane Katrina response, non-custodial parents sought children's aid allocations, and there were many credible reports of predatory behavior toward children, whether by relatives or strangers.

Holding children safe in disasters requires establishing identification and tracking policies and systems for children, especially those in mass care environments as well as those who have been or will be separated from their parents/guardians even for a short time during disasters. All organizations coming into contact with children during disasters should have adequate child protection policies as well as child identification and tracking procedures in place and should train for emergency situations.

Child protection guidelines should include protocols for volunteer access to and interaction with children. In most cases, provision should be made requiring appropriate credentialing for child care volunteers that includes a criminal background check. In addition, legally defensible protocols should be established for validating custodial rights and the identity of parents and guardians.

During OGP-HoldSafe 08, Project K.I.D. conducted three activities to demonstrate and test best practices in these areas: child identification and

tracking, volunteer registration and credentialing, and a family reunification activity.

Child identification and tracking and adult identification and credentialing systems should involve low-tech and high-tech procedures. In real emergencies, low-tech solutions will be more immediately viable, but effort should be made to develop redundant systems as well as ways for low-tech registration procedures to be interoperable with high-tech tracking systems and databases when communications capabilities are restored. Detailed discussion of these experiments and demonstrations is included in this report.

On the issues of identification and credentialing, whether of children, parents, or volunteers, there is no substitute for preparedness. All organizations coming into contact with children during disasters should have child protection guidelines and emergency protection procedures in place. Systems for volunteer credentialing for disaster child care should be developed in each community, and these systems should be designed for interoperability and scalability by providing for voluntary inclusion in a national volunteer registry (e.g. the HoldSafe Registry proposed by Project K.I.D.) or access through mutual aid compacts among jurisdictions and agencies.

During OGP 08, Project K.I.D. tested the feasibility of conducting on demand background checks from a disaster site utilizing an online provider. We utilized the wireless access point capability established by other teams on the field to access our provider, Infocheckusa.com, which had agreed to initiate checks by phone during the training event if necessary. There needs to be continued exploration of how these checks can be conducted in the event no internet or phone access is available. (During the 2007 exercise local law enforcement worked with us on this need.)

**Civilian participation in formal disaster response exercise and training activities can and should be more routine. Exercise design can best incorporate and educate civilians when they are engaged appropriately around specific design objectives. Exercise and training activities should be distinguished from social networking opportunities, though there is clearly overlap between the two and both serve to raise trust and improve preparedness.**

During a typical incident, the majority of resources required for disaster response and recovery will ultimately come from the private sector. Response and recovery will thus become more effective as communities devise ways ahead of emergencies to identify and integrate private sector assets more efficiently to augment government resources and to promote self-care so that problems can be resolved at the civilian level before they need attention and resources from Incident Command.

When there is a will to do so, civilians and civilian organizations, both commercial and not-for-profit, can be respectfully and effectively integrated with civil and military incident commands. This integration is facilitated when adequate attention and resources are allocated to acquaint civilians with the role of ICS/NIMS and the associated vocabulary, processes, and protocols. Disaster exercises and trainings are ideal venues around which to offer civilian training and to develop tools and processes for coordinating volunteers and donations in emergencies.

In both 2007 and 2008 the Operation Golden Phoenix training event has provided an excellent venue for exploring the parameters for civilian involvement in full scale civil-military exercises and training events. During both events Project K.I.D.'s team has successfully utilized ICS principles in organizing our teams for exercise play by assigning personnel to cover most of the roles in the Command Staff structure (including Incident Commander, Communications Officer, Liaison Officer, Public Information Officer, Safety Officer) as well as critical roles in the General Staff structure (especially Operations and Logistics Section Chiefs). Assumption of ICS roles at the agency level enabled volunteers to gain first-hand knowledge of the operation of ICS, enhanced Project K.I.D.'s overall execution of operations plans in the field, and facilitated communication with other agencies.

The effectiveness of Project K.I.D.'s exercise play during our "shadow operation" to OGP 2007 led to formal integration of Project K.I.D.'s capabilities in OGP 2008. This was a tremendous advance from OGP 2007, when, for example, a simple request by Project K.I.D.'s liaison to the event's Unified Command for a medical stretcher for an injured child was met with resistance, and the requested stretcher took more than five hours to obtain, despite the availability of this resource within several hundred yards of Project K.I.D.'s location.

During OGP 2008, Project K.I.D. personnel were involved in OGP planning meetings and were treated with professionalism, respect, and trust. We took pride in the comment by OGP lead Major John Persano that we were "low maintenance." Project K.I.D.'s experimentation with ICS principles and protocols also led to effective integration with the Brown Field Incident Command provided by NIUSR. Project K.I.D.'s Liaison Officer reported to Brown Field Incident Command and the communication established between the IC and Project K.I.D. worked smoothly, with requests to and from Project K.I.D. issued and received in a respectful manner and acted upon with due diligence by both parties.

The involvement of civilians and civilian organizations in disaster response exercise and training events helps build the stock mutual trust, one of the most critical elements of community resilience, response, and recovery. As our colleagues at Star-Tides<sup>1</sup> put it, "Trust can't be surged." Civil and military

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<sup>1</sup> **STAR-TIDES** is a research project focused on information sharing, low cost logistics and social networks in support of populations in stressed environments, such as post-disaster, post-war, and economic under-

authorities should welcome and reach out in pro-active ways to engage private sector organizations (industry and not-for-profit) and civilians in a variety of ways during official disaster preparedness and response exercises and trainings.

In preparation for OFR-HoldSafe 2007, Project K.I.D. received the benefit of extensive training in exercise design and documentation in conformity with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines. Building upon the experience and knowledge gleaned from this preparation and execution, Project K.I.D. developed a formal exercise plan (EXPLAN) to guide our training objectives and activities during OGP 2008. Project K.I.D. seemed to be one of the only groups (industry or nonprofit) participating at Brown Field who had been so thoroughly trained to conduct exercise activities in this manner, and this preparation seemed to pay off in terms of our visibility and success on the field.

The events at Brown Field were highly successful from a social networking perspective, but without common objectives stemming from realistic simulations of real-world scenarios, something was lost in fully assessing the capabilities present and the ability of various groups to achieve significant coordination, cooperation, and interoperability.

In future exercises of this type, we would like to see Project K.I.D. and other civilian groups and humanitarian organizations generate more real-world scenarios and injects that would invite and necessitate interagency collaboration and cooperation on real-world problems. Through our HoldSafe Exercise and Training Program, Project K.I.D. is developing scenarios and training activities to highlight the needs of children in disasters and engage people in developing new plans, policies, procedures, protocols, strategies and/or systems for addressing these needs. We believe more would be learned and more solutions catalyzed if industry and nonprofit players were asked to play out real scenarios that involved protecting, sheltering, identifying and tracking children as well as obtaining necessary attention for children's needs through official and unofficial channels.

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development. It encourages reach-back support to those with line responsibilities and those doing work in the field.

## INTRODUCTION

### RATIONALE FOR AGENCY PARTICIPATION IN GOLDEN PHOENIX 2008

The 9/11 and Katrina disasters have challenged civilians to become more involved in disaster preparedness and response, not only to promote self-care but also to augment official government response capabilities. One of the critical areas where civilians and private organizations can make a difference is in working alongside first responders to prepare to better meet the unique and specific needs of children in disasters.

During Operation Golden Phoenix 2007, Project K.I.D.<sup>2</sup>, in partnership with select participants in the Highlands Forum<sup>3</sup> network, MindTel, and other like-minded organizations, conducted Operation Freedom's Ring—HoldSafe to raise awareness of the needs of children in disasters and to demonstrate and test a variety of disaster response capabilities for addressing these needs. OFR-HoldSafe created a venue for civilian orientation to ICS/NIMS protocols and also explored how civilians might use off-the-shelf communications devices to obtain emergency assistance. The success of OFR-HoldSafe 07 validated the need for the incorporation in all-hazards emergency planning, trainings and exercises of activities that address the emergency needs of children.

Following OFR-HoldSafe 07, Project K.I.D. formalized the HoldSafe Exercise and Training Program, a collaborative effort led by Project K.I.D. to improve outcomes for children in disasters by developing and implementing exercise and training activities that highlight and address the needs of children in emergencies. Project K.I.D. welcomed the opportunity to participate in Operation Golden Phoenix 2008 as the second major HoldSafe event. The OGP training evolution has provided a unique opportunity for Project K.I.D. and its volunteers and partners to come alongside civil authorities, military personnel, and private sector organizations (industry and non-profit) to develop new protocols and capabilities for improving the care of children in disasters.

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<sup>2</sup> Project K.I.D., Inc. is a 501(c)(3) public charity that promotes intentional and coordinated emergency preparedness and response activities that address the specific needs of children in times of disaster and devastation. Based on our experiences in Mississippi, Alabama, and Louisiana following Hurricane Katrina, Project K.I.D. seeks to facilitate the development of local, regional, and nation-wide systems of preparation and response that can improve outcomes for children in disasters by supporting first responders, families in distress, and community organizations charged with responsibility for children's welfare.

<sup>3</sup> The Highlands Forum is an informal, cross-disciplinary network, chaired by the Assistant Secretary of Defense (Networks and Information Integration), with an interest in information, science, and technology and their impact on global and societal activities. Industry, academia, government, and professionals from a variety of fields share their knowledge and insights about the development and effects of technologies in the information realm.

## AGENCY POINT OF CONTACT

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## ROLE IN GOLDEN PHOENIX 2008

OGP-HoldSafe 08 sought to build upon the lessons learned in OFR-HoldSafe 07 to evolve the integration of children's issues into a multi-agency, multi-jurisdiction collaborative training event.

Activities were conducted to refine Project K.I.D.'s "PlayCare" model for community-based disaster child care capabilities and to assess and address the gaps that exist in first-response systems for children in disaster stress. These activities were designed to help develop plans, policies, procedures, protocols, strategies and/or systems that may guide civilian volunteers, first responders and other child-focused response organizations through disasters of all kinds.

## AGENCY ASSETS IN GOLDEN PHOENIX 2008

Project K.I.D. was joined for this exercise by 15 civilian volunteers, including independent civilians as well as representatives from Retriever Software, Toucan Ed, and Morrow-Mobiles. Our team included two minors, ages 14 and 8.

Key physical assets brought to Golden Phoenix included:

- A modified PlayCare™ kit to demonstrate disaster child care resources and capabilities.
- A 17-foot pop-up trailer provided by Morrow-Mobiles.
- An 18-foot dome shelter (Shelter-Systems).
- Wireless satellite internet access (provided by Retriever Software).
- Stand-alone power supply for communications technology (provided by Retriever Software).
- Identification, badging, and tracking technology (provided by Retriever Software)
- A Sprint/Nextel Go-Kit with 8 -phone/radio/walkie-talkie combinations (on loan from Hamilton County (Indiana) Department of Public Health).
- Civilian technology, including cell phones, laptop computers, cameras, etc.

## TRAINING OBJECTIVES FOR GOLDEN PHOENIX 2008

The scope of play for the exercise engaged a multi-agency team to simulate response to the needs of children in the disaster. Co-located at Brown Field with OGP training exercises, OGP-HoldSafe 08 consisted primarily of a set of activities and experiments to realize the following design objectives:

### 1) STRENGTHEN PLANNING AND INTEGRATION OF CIVILIAN PREPAREDNESS CAPABILITIES

- Introduce children's emergency issues into a large-scale collaborative multi-agency training venue.
- Augment official response activities with private sector resources and capabilities.
- As appropriate, determine the best interfaces for civilian communications, video and information equipment with both non-governmental response organizations (e.g. Project K.I.D., American Red Cross) as well as civil/military first responders and ICS.
- Secure access for civilian communications to civil/military Incident Command communications networks so that critical needs and information can be integrated into the common operating picture and resources made available.
- Implement tracking card system for disaster child care volunteer responders and integrate with incident resource management system.

### 2) DEVELOP BEST PRACTICES IN HUMANITARIAN ASSISTANCE FOR CHILDREN

- Refine materials, processes, and procedures for the deployment of PlayCare disaster child care capability by local community:
  - Deploy PlayCare materials to location through civilian and non-civilian means.
  - Staff PlayCare with credentialed volunteers. Conduct background checks in the field on at least 3 spontaneous volunteers and train them for PlayCare work.
  - Provide for wellbeing (food, water, shelter, activity) of children assuming that they cannot be evacuated from the scene for up to 72 hours post-event.
- Address critical issues of unaccompanied minors, including need for identification and reunification.
  - Demonstrate Retriever Software pre-registration and emergency tracking system for schools (Project My Kid).
  - Conduct reunification of unaccompanied minor with parents with appropriate validation of parents' identities and custodial rights. Engage civil, military and civilian agencies in this process as

appropriate. (including National Center for Missing and Exploited Children, Angel Flight, etc.)

- If opportunity emerged, transmit data on critical medical needs of at least 1 child to responding medical personnel and/or tele-medical resources.

**3) PROVIDE PEDIATRIC MEDICAL SURGE AND PUBLIC HEALTH SUPPORT (not tested during the exercise)**

- Upon request, deploy PlayCare capability to site of public health/hospital security event for care of children of essential personnel and/or care of children during decontamination/prophylaxis.

## BEST PRACTICES AND LESSONS LEARNED

### Exercise Activity 1: Physical Set-Up of PlayCare site

#### BEST PRACTICE

**Project K.I.D.'s PlayCare kit is a civilian-friendly resource that provides valuable support for first responders (dependent care) and victims. Local and state emergency resource lists should include a few such kits and protocols for mobilizing them with trained civilian volunteers. Having these resources and capabilities pre-identified will enable effective and rapid response to needs of children as they emerge in disasters.**

Project K.I.D. demonstrated the physical set-up of a PlayCare disaster child care site, experimenting with various forms of shelter, fencing, and PlayCare kit supplies to improve the overall capabilities of Project K.I.D.'s PlayCare solution. We arrived at Brown Field at 9:00 a.m. on Monday, July 21, and our site was fully operational by noon of that day. The efficiency of our site set-up by a team of 15 volunteers, many of whom met for the first time at Brown Field, testifies to the simplicity and intuitiveness of the PlayCare model as well as to the success of Project K.I.D.'s exercise planning process.

**Lessons Learned: *The Morrow-Mobiles trailer is an effective shelter solution that could be incorporated in the PlayCare model.***

A Morrow-Mobiles trailer ([www.morrow-mobiles.com](http://www.morrow-mobiles.com)) was donated for the exercise and was positioned at the Brown Field exercise site on the morning of July 21 by Morrow-Mobiles personnel. It was determined that it provided an excellent site for PlayCare and all of its furnishings and children's playthings. With two doors, the unit offers fire egress safety and when supplied with a built-in generator would supply climate control and power for many other needs. It provided a comfortable environment for rest from the sun for volunteers, formal and informal meetings, and storage of snacks, beverages and all provisions. In the event of an emergency, it would likely not be practical to have volunteers and children share the same small space, except for those volunteers working with the children.

With few mobile assets currently available for responding to children's needs in disasters, the Morrow-Mobiles unit could be a valuable asset for long-term "respite care" deployments such as Project K.I.D. experienced after Hurricane Katrina, for providing "emergency child shelter" facilities, or for providing facilities for "temporary child care" at numerous locations.<sup>4</sup> The Morrow-Mobiles unit can

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<sup>4</sup> Project K.I.D. defines "respite care" as the disaster child care capability of providing a short respite from childcare demands for parents and child-centered stress relief for children (our original "PlayCare" model). This drop-in, multi-age care is suitable for victims as well as for dependent care for first responders. "Emergency Child Care" is the capability that addresses the emergency medical, evacuation, and legal protection

be readily transported to a disaster scene by any vehicle with a 1-ton towing capability and because it is easily transported, this solution is scalable to the demands of each response. Volunteers could be readily trained in transport and setup of the unit.

**Lessons Learned: *Perimeter fencing for PlayCare continues to be an essential part of the PlayCare set-up, but continued attention is needed to developing an all-surface, portable solution.***

Volunteers brought tools and materials to erect flexible, bright orange, plastic perimeter fencing. 200' of Volm fencing ([www.volmbag.com/ezfence.html](http://www.volmbag.com/ezfence.html)) was donated for testing during the exercise. The Volm fence proved to be an excellent choice of materials and a great improvement over the orange plastic construction fencing used by Project K.I.D. during our Hurricane Katrina response and duringr OFR-HoldSafe 2007. It is an excellent solution because it can be made to be the appropriate size for the need. It also enables gates to be established in desired positions.

A perimeter fence was erected for demonstration and testing purposes on only one side of the PlayCare site. In a real event, fencing would be erected around all open sides of a PlayCare site. The fence was easy to set up, with the appropriate tools. Two volunteers brought the equipment and fencing and erected it in about an hour. The equipment used included metal chain-link fence posts and a post driver. These materials are readily available in existing supply-chains and could be utilized effectively in the future for a long-term outdoor PlayCare set-up on bare ground. Cost of the tested fencing was under \$200.

A drawback of the fencing posts tested at Brown Field was that these materials are not viable solutions for inclusion in a quickly deployed and erected PlayCare response. They are also not applicable for indoor or asphalt surfaces. Project K.I.D. will continue to work on development of a versatile and packable fence post design to be used with this fencing material on both hard and soft surfaces, indoor and out.

**Lessons Learned: *The set-up of PlayCare infrastructure and activity centers is straightforward, but can be facilitated by provision of a detailed site operations and training manual with numerous pictures***

The PlayCare activity areas were set-up in limited configuration for demonstration purposes only. Project K.I.D. maintains a complete kit inventory for PlayCare that includes site infrastructure materials as well as items promoting play in a variety of domains for a multi-age grouping of children. The existing

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needs of children in disasters, especially including temporary and/or custodial care for unaccompanied minors. "Temporary Child Care" is the capability of providing post-disaster child care that restores children to stable childcare environments, enabling parents to return to work. Temporary child care will closely resemble regular child care, but will likely be in temporary facilities and may utilize volunteer responders alongside regular employees.

PlayCare inventory can provide activities for about 25 children at a time. All the materials in the PlayCare kit are readily available in existing supply chains and should be accessible in every community even in emergencies. This is important to allow sites to scale-up to accommodate the number of children as well as to allow for the development of sites without pre-existing kits in place.

Project K.I.D. has determined that the PlayCare solution can be readily deployed by most civilian volunteers with minimal instruction. We are working to pre-position PlayCare kits in communities so that volunteers can be trained and credentialed as part of ongoing community emergency preparedness and response activities. Training can be enhanced as we better document best practices through site operations manuals and volunteer training materials. These materials will be included with PlayCare kits and will be made available online.

**Lessons Learned: *Shelter included with the PlayCare kit must be easily deployed and erected by untrained volunteers.***

Volunteers tested the utility of an 18-foot Shelter-Systems relief dome for PlayCare usage. The relief dome did not prove appropriate for the PlayCare solution and will not be used in the future. Rather than a quick job that could be easily completed by one or two volunteers, it took a group of several men almost an hour to erect. The dome was also too hot without its shield, which was left off due to logistics. By comparison, the hexayurts constructed by Star-Tides during the exercise proved much more comfortable in terms of temperature and provided UV protection appropriate for children. Project K.I.D. will continue to experiment with various forms of emergency shelter.

## **Exercise Activity 2: On-site organization of civilians and civilian communications integrated with OGP Command.**

### **BEST PRACTICE**

**Civilian participation in formal disaster response exercise and training activities should be more routine. Civilians and civilian organizations, both commercial and not-for-profit, can be integrated with civil and military incident commands. This integration is facilitated when adequate attention and resources are given to acquaint civilians with the role of ICS/NIMS and the associated vocabulary, processes, and protocols.**

**Lessons Learned: *Integration with Incident Command can help civilian organizations obtain resources as well as contribute their capabilities to effective incident response***

Upon arrival at Brown Field, Project K.I.D.'s liaison reported to the Incident Command Post staffed by personnel from the National Institute for Urban Search and Rescue and received directions about site set-up, volunteer registration,

safety, etc. In addition, Project K.I.D. worked through the Incident Command Post to coordinate the unaccompanied minor reunification activity, which involved cooperation among several agencies, including Project K.I.D., U. S. Customs and Border Patrol, the American Red Cross, and Angel Flight, as well as Lake Riverside Estates and Brown Field airports.

During the set-up of our 18-foot relief dome, the Project K.I.D. liaison put a request in to the Incident Commander for assistance from Base-X and Marine personnel. This request was relayed to the military command at Brown Field in a timely and effective manner, and the requested personnel arrived on location to assist Project K.I.D. volunteers in less than an hour.

**Lessons Learned:** *Civilians will typically prefer their own communications equipment, but if these are non-operable or there are other reasons to adopt other systems they can quickly learn to utilize a variety of communications devices and follow basic communications protocols.*

Project K.I.D. volunteers each learned how to use a Motorola hand held radio provided as part of a Sprint/Nextel Go-Kit pre-set for radio group usage. Most volunteers seemed to enjoy testing this equipment. It was determined that the radios were useful for communication up to at least a 1.5 mile radius, and that the technology was easily used by the youngest and oldest of our volunteers.

Communication with OGP Command with these devices was not tested.

We were aware that Microsoft personnel at Brown Field were experimenting with putting radio groups into a common group, but time did not permit us to seek them out to let them try to integrate our equipment.

**Lessons Learned:** *There is no substitute for face-to-face interactions for trust-building.*

Civilian communication was also accomplished in person. Project K.I.D.'s liaison and other incident command staff attended prescribed meetings, and the entire Project K.I.D. volunteer group attended an all-hands meeting on day two of the exercise. Throughout the exercise, team members visited other sites and responded to the needs of other participants.

Continuously during the exercise, various individuals and groups also exercising at Brown Field introduced themselves and received a tour of the premises, an overview of the program, and a press kit, if relevant.

In addition, mutual assistance among exercise players was achieved. Star-Tides, for example, joined Project K.I.D.'s efforts by contributing some of their assets to the PlayCare compound. Two laptop computers from "One Laptop Per Child" were set up and demonstrated, and two solar cooking units were set up and the food cooked was offered to compound visitors. Project K.I.D. volunteers provided relief and hydration to three participants from other groups who were suffering

from heat stress. Another Brown Field participant (Dr. Jack Thorpe) volunteered to film the family reunification activity for Project K.I.D. when the Customs and Border Patrol public affairs team was unavailable.

In the conduct of the family reunification exercise, Project K.I.D. met American Red Cross personnel for the first time at Brown Field. We had not previously known that they were participating in the scenario. Initially, there was some confusion about who was doing what. The face-to-face opportunities to talk, compare processes and protocols, and coordinate activities were essential to resolving confusion, building mutual respect, and successfully accomplishing the activity.

### Exercise Activity 3: Volunteer Credentialing, Management & Tracking

#### BEST PRACTICE

**Volunteer management for children poses special challenges requiring site security, careful validation of volunteer identity and credentialing. Protocols for volunteer management for disaster child care must balance the needs to protect children with the need to welcome spontaneous volunteers to provide surge needs. Communities should establish programs for pre-training and pre-credentialing volunteers for these roles as well as develop processes for engaging and credentialing spontaneous volunteers.**

**Lessons Learned:** *Civilian organizations can effectively augment official response by providing volunteer and donations management services.*

During the Hurricane Katrina response it became apparent to Project K.I.D. that there were no readily scalable means available for managing spontaneous volunteers (or donations) for direct response to children. Pre-existing disaster child care capabilities such as the Church of the Brethren's Children's Disaster Services were effective when deployed but extremely limited in scope and depth. Since 2005, Project K.I.D. has focused on helping communities develop awareness and solutions to address volunteer and donations management in these areas. We have also worked to cultivate a growing national network to ensure that resource scalability through formal mutual aid agreements and informal social networks can be achieved in large-scale disasters.

Both OFR-HoldSafe 07 and OGP-HoldSafe 08 have demonstrated that civilian groups can effectively align with civil and military commands to deliver volunteers and donations to address the needs of children during exercise and training events. This is a critical step to preparing such organizations, which will ideally be rooted in the local community and recognized by local and state emergency management personnel, to respond effectively in real emergencies.

**Lessons Learned:** *Low-cost and low-technology ways of identifying and credentialing spontaneous volunteers can be developed. Background checking continues to be a critical—and the most technology-dependent—component of this process.*

To keep children safe, it is mandatory that all adults entering the PlayCare area be identified. With the assistance of our technology partner, Retriever Software, Project K.I.D. set up a spontaneous volunteer credentialing process that advanced the process we tested during OFR-HoldSafe 2007.

Utilizing the services of Retriever Software, intake and badging of approximately 10 adult personnel (volunteers) was done. This went smoothly but was not done at the beginning of the exercise as had been planned due to interaction with

other participants at Brown Field. In a real emergency it would be necessary to identify and badge all adults before allowing them entry to the fenced perimeter of the PlayCare compound.

Volunteers completed a volunteer registration form and signed an indemnification, waiver, and authorization for background check. Retriever Software verified that each adult matched his or her driver's license photo. Adult badges, which slipped over the neck on a lanyard, included each person's driver's license, protected in plastic. The plastic was sealed with a sticker pre-printed with the agency logo and a unique bar code. A duplicate of this unique bar code was attached to the volunteer's registration form for later ease of entry into a volunteer database.

This system allowed for quick creation of a picture ID/badge without having to have badge printing equipment in the field. The downside of this method was that since the ID was worn loosely over the neck, the driver's license could become lost in a real emergency, and the loss of the driver's license creates complicated issues for the volunteer. Furthermore, in an emergency it is possible individuals will come to the site without a driver's license and require a different type of identification.

Project K.I.D. completed background checks on two volunteers using InfoCheckUSA.com (<http://www.infocheckusa.com/>). InfoCheckUSA provides a product they call Safety1st which is designed especially for social organizations seeking information on employees and volunteers who will work with youth. The check includes a Social Security Number verification and address check as well as a nationwide criminal database search including information from the following sources: Multi-State Sex Offender Database, AppALERT, the FBI Terrorist List and Federal/State/Local Wanted Fugitive Lists. The background check seemed to work smoothly, with both results coming in within about 5 minutes.

Further investigation of the efficacy and thoroughness of the InfoCheckUSA search system is warranted, whether for pre-screening or on-site screening of volunteers. If the process proves acceptable, Project K.I.D. might pursue a Memorandum of Understanding with the company to allow for low-cost volunteer screening prior to and during emergencies.

## Exercise Activity 4: Child Intake and Tracking demonstration

### BEST PRACTICE

Predatory behavior toward children, whether by relatives or strangers, during disasters is not uncommon. Holding children safe in disasters requires establishing identification and tracking policies and systems for children, especially those in mass care environments as well as those who have been or will be separated from their parents/guardians even for a short time during disasters. All organizations coming into contact with children during disasters should have adequate child protection policies as well as child identification and tracking procedures in place and should train for emergency situations.

**Lessons Learned:** *Both low-tech and high-tech identification procedures can be developed for identifying and tracking children. In real emergencies, low-tech solutions will be more viable, but effort should be made to developing redundant systems as well as ways for low-tech registration procedures to be interoperable with high-tech tracking systems and databases when communications capabilities are restored.*

In a real emergency, every child entering a PlayCare site would be identified, appropriately registered, and badged under proper supervision. Also in a real emergency it would be ideal to secure “permanent” identification on client children, i.e., writing on the child with a permanent marker, taping identity information to a child’s back, or using a hospital-type wrist band that cannot be lost or torn off, to ensure that identification is not lost. Each of these systems was tested during OFR-HoldSafe in 2007 and each provides some layer of security.

Appropriate means of identifying custodial adults must also be implemented, such as using photos of adults and children upon registration, requiring signatures upon sign-in and sign-out and validating signature match, validating identity with driver’s licenses or other forms of government-issued ID. Ideally, at least two redundant systems will be utilized for parent/guardian identification as well as child identification.

This year two children (simulating unaccompanied minors) were given badges with lanyards by Retriever Software. These badges had been prepared before the exercise to demonstrate Retriever Software’s Project My Kid program, which was developed in response to lessons learned during OFR-HoldSafe 2007. This program would enable parents to pre-register their children during school or daycare enrollment, at which time the parent would provide information on custodial rights, medical needs, and provide other special instructions and permissions so that a child’s information could be accessed by first responders in the event of an emergency. Student ID cards would be provided to each student, and these cards would allow access to a database repository as well as

contain all the needed information on the card, encoded into a 2-dimensional bar code.

The Project My Kids badges would facilitate child registration (especially for unaccompanied minors) but should not substitute for appropriate site-based registration and identification security measures. Redundancy is desirable when dealing with children, who may lose an ID in a pocket or lanyard, tear off a taped identification in play, etc.

Project K.I.D. will continue to work with Retriever Software to refine child identification and tracking procedures and to develop systems for ensuring the safety and tracking of each child, whether or not computer technology and databases are available. Continued investigation is needed to find a more secure means than a lanyard system of attaching the ID information to the child.

***Lessons Learned: Many organizations that work with children and youth on a normal basis have neglected to implement child protection policies and guidelines. Many organizations that have attended to the development of these policies have not included emergency policies and procedures. Education and model policies must be disseminated to assist organizations in contemplating and making provision for child security in emergencies.***

In discussing child protection policies with other organizations, Project K.I.D. has learned that many organizations do not have such policies in place. Project K.I.D. has developed internal child protection policies and guidelines that we will review and begin to make available for other organizations to consult.

## Exercise Activity 5: Family Reunification

### Best Practice

Our current systems for addressing the needs of children in disaster are largely based on societal assumptions that are no longer true. Provision for mass care largely assumes that children will be in the company of responsible guardians during an emergency. While this is true for most children, many will be dislocated from families both by circumstances of the disaster (on school/work days most children will need to be reunified with their families) or by chaos and/or faulty controls at shelters and evacuation points. Holding children safe in disasters requires establishing identification, intake, tracking, and reunification policies and systems for children, especially those who have been or must be separated from their parents/guardians during disasters. All communities should include family reunification guidelines and procedures in their emergency plans.

**Lessons Learned:** *Systems that enable the pre-capture of identification and emergency medical and custodial information for children in a form that can be attached to the child during an emergency by parents and/or caregivers (schools, daycares, youth organizations) can help facilitate emergency care and reunification.*

This activity was the most complex attempted during the exercise. It was designed to demonstrate the complex legal and tracking issues surrounding unaccompanied minors in disasters and to highlight some tools and capabilities that address these issues. The activity tested the ability of civilian volunteers to utilize Retriever Software's Project My Kid emergency information system to facilitate coordination with OGP Incident Command to effect a family reunification.

This exercise further tested the ability of private sector organizations to augment official response in a way that achieves a critical humanitarian end with minimal official resources deployed. In this exercise, Project K.I.D. simulated the provision of shelter and care for an unaccompanied minor who required rapid reunification with parents because of medical needs. Retriever Software, working with Project K.I.D., simulated the identification of the child, the request to Incident Command for location of the parents, and the identify verification of the parents once they arrived at the site to be reunified with the child. OGP Incident Command and American Red Cross staff effectively worked with private sector organizations in a coordinating/dispatch capacity. Angel Flight West provided the volunteer flight to bring the parents from Riverside County to the child. Customs and Border Patrol performed the law enforcement function of citizen protection by being on hand to escort the parents from the airport to the Project K.I.D. site and observing the identification verification and reunification.

The child in the scenario was an unaccompanied minor who was on a school field trip when they were diverted by local authorities to temporary humanitarian aid station at Brown Field. The child had in his possession a Retriever Software-generated emergency identification card issued by his school. The information accessed through the system indicated that the child had a medical condition that necessitated rapid reunification with his legal guardians.

Two volunteers simulated the role of parents of the unaccompanied minor that was secured at the PlayCare site. They were flown in from a private airport in Riverside, CA, by Angel Flight West. The OGP Incident Command informed Project K.I.D. of the approximate time of the reunification and asked Project K.I.D. to work in cooperation with the Red Cross, which had also been invited to participate in this exercise inject.

The parents arrived at Brown Field, were escorted to the Project K.I.D. site by Customs and Border Patrol. At the security gate they showed their ID to Retriever Software for verification, and were visually identified by the minor child. When all was determined to be validated, the child was reunited with his parents.

This event went well. The Parents were cooperative and simulated the reunification. The child, who in addition to his ID, wore a vest indicating he was an unaccompanied minor, complied with the role playing. The pilot and Border Patrol representatives also came to the compound fence and introduced themselves.

In the future, Project K.I.D. would like to be involved as the lead planning agency for exercise injects of this type so that the systems, protocols, and processes we are developing can be fully exercised. In this instance, the San Diego Red Cross, seeking to test mutual aid with its Riverside County counterpart, stepped in to coordinate the Angel Flight before exercise play actually began. A more realistic exercise would allow for the events to unfold in a more natural way, with the Red Cross responding to a request from Incident Command after the presence of the unaccompanied minor had been reported by Project K.I.D. (or another group providing shelter-in-place for the child). This would prevent confusion and dual scenarios running. (Our volunteer parents, for instance, arrived expecting to collect a girl child, when what we had was a boy!)

During the Hurricane Katrina evacuation, over 5,000 children were separated from their parents. Some of these children were not reunified with parents until 6 months after the disaster. Few processes exist to quickly and effectively address the needs of this population of children in a disaster. Our conversations with partners in this exercise activity confirmed a need for all organizations to have in place formal Child Protection Guidelines and custodial verification procedures in order to hold children safe and protect them from predatory behavior during a disaster.

While Congress has tapped the National Center for Missing and Exploited Children to serve as a national emergency child locator center in the event of

another major national disaster, Project K.I.D. was unable to engage NCMEC in exercise play this year. (NCMEC did send two volunteers to participate in OFR-HoldSafe 07, but the organization failed to provide us any after action feedback.) With activation of the NCMEC capabilities dependent upon Federal action, state and local authorities should be developing their own policies and procedures to address the needs of unaccompanied minors in the wake of a disaster.

Indeed, all agencies who may be responsible for a child during a real emergency should implement child protection policies and protocols for handling the needs of unaccompanied minors.

Project K.I.D. will continue to work to raise awareness and to promote the implementation of effective Child Protection Guidelines by our organization and others.

## RECOMMENDATIONS

Recommendations for improvement of policies, procedures, and protocols for disaster child care capabilities are largely captured in the preceding section on Best Practices and Lessons Learned. The following recommendations are primarily directed toward the exercise design and implementation facets of Operation Golden Phoenix.

### **1) Industry and NGO participants in future exercises should be engaged more creatively in exercise play with structured objectives.**

In preparation for OFR-HoldSafe 2007, Project K.I.D. received the benefit of extensive training in exercise design and documentation in conformity with HSEEP guidelines. Building upon the experience and knowledge gleaned from this preparation and execution, Project K.I.D. developed a formal exercise plan (EXPLAN) to guide our training objectives and activities during OGP 2008. Unfortunately, we were one of the only groups (industry or nonprofit) participating at Brown Field who had been so thoroughly trained to conduct exercise activities in this manner.

The events at Brown Field were highly successful from a social networking perspective, but without common objectives stemming from realistic simulations of real-world scenarios, something was lost in fully assessing the capabilities present and the ability of various groups to achieve significant coordination, cooperation, and interoperability.

In future exercises of this type, we would like to generate more real-world scenarios and injects that would invite and necessitate interagency collaboration and cooperation on real-world problems. Through our HoldSafe Exercise and Training Program, Project K.I.D. is developing scenarios and training activities to highlight the needs of children in disasters and engage people in developing new plans, policies, procedures, protocols, strategies and/or systems for addressing the needs of children. We believe more would be learned and more solutions catalyzed if industry and nonprofit players were asked to play out real scenarios that involved protecting, sheltering, identifying and tracking children as well as obtaining necessary attention for children's needs through official and unofficial channels.

Table Top Exercises (TTX) and/or formal pre-exercise briefings can serve to orient diverse players and catalyze greater collaboration around both structured objectives and improvised activities once the FSE begins.

The "buzz" seems to be out about Operation Golden Phoenix, and at times OGP activities at Brown Field seemed as much a trade show as an exercise and training event. Many participants arrived without adequate understanding of how to conduct actual exercise and training activities and many left without having taken part in any exercise or training.

**2) Social networking opportunities and exercise/training activities should be designed as distinct but complementary activities.**

Informal social networking is one of the primary benefits of OGP, and on this front, OGP 2008 was a huge success. The social networking dimensions at Brown Field were welcomed by Project K.I.D., and we gleaned tremendous benefit. Nevertheless at times the social networking environment disrupted our ability to pursue our own exercise objectives. Several of our proposed activities (learning how to use T-cards for volunteer management, civilian-military logistics integration, and hospital surge support) required creating requests to the Incident Command Post for support and vice-versa. These activities were lost in the overall exercise because so much time was consumed by all of our volunteers simply networking with people stopping by our site to learn more about our response capabilities.

It was our observation that NIUSR, serving as primary Incident Command (Facilitation) for the industry and civilian components of OGP, found some of its exercise objectives similarly forestalled by the volume of non-scenario related interaction among participants on the field. These are not bad problems to have, and we look forward to working with NIUSR and others to creatively leverage the abundance of interest in OGP as a networking opportunity.

Whether a more formal opportunity for social networking is created prior to the field exercise, after the field exercise, or both, setting aside a dedicated space and time for these activities is desirable in order that time in the field can be primarily devoted to fulfillment of exercise and training activities around common scenarios.

## **CONSOLIDATED AAR SUBMISSIONS**

Please see our executive summary and blue shaded boxes throughout this AAR. In addition, please review Appendix I, to highlight the wide variety of Target Capabilities relevant to this exercise.

**APPENDIX I  
TARGET CAPABILITIES ADDRESSED**

**ACTIVITY 1: SITE SET-UP AND MATERIALS TESTING**

<b>COMMUNITY PREPAREDNESS AND PARTICIPATION</b>	
<b>Activity</b>	<b>Integrate Public Outreach and Non-Governmental Resources into Emergency Operations Plans and Exercises</b>
ComF 2.1.4	Incorporate in all plans, procedures and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for age-related issues and concerns.
ComF 2.3.1	Integrate non-governmental entities, volunteers, and the general public in exercise planning, implementation, and review of all levels (national/ international, regional, State, tribal, urban, local) and types of exercises (all hazards, terrorism, bioterrorism, natural disasters)
<b>Activity</b>	<b>Provide Education and Training for the Public in All Mission Areas</b>
ComF 3.1.2	Provide continuing education and training for the public on: prevention, protection and mitigation measures, community emergency response plans, alerts and warnings (including threat levels), evacuation/in-place protection plans and exercises, participating in government sponsored emergency exercises, volunteer opportunities and training for year round volunteer role or surge capacity role in response and recovery.
ComF 3.3.2	Develop and provide community preparedness public education program and materials for at risk Populations.
<b>Activity</b>	<b>Provide Volunteer Opportunities: year round and in surge operations</b>
ComF 4.3	Develop and implement training and exercise programs to enable citizens to support emergency response and recovery operations
<b>Activity</b>	<b>Incident Response</b>
ComF 5.1	Implement public, volunteers, and non-governmental entity roles in emergency operations plans
<b>CRITICAL RESOURCE DISTRIBUTION AND LOGISTICS</b>	
<b>Activity</b>	<b>Develop and Maintain Plans, Procedures, Programs, and Systems</b>
Res.B1d 1.6	Establish plans and procedures for coordinating with non-governmental and private sector organizations for obtaining resources

**ACTIVITY 2: ORGANIZE AND INTEGRATE CIVILIAN COMMUNICATIONS**

<b>COMMUNICATIONS</b>	
<b>Activity</b>	<b>Develop and Maintain Plans, Procedures, Programs, and Systems</b>
ComC 1.2.1	Develop procedures for the exchange of voice and data with Federal, regional, State, local, and tribal agencies, as well as voluntary agencies
ComC 1.3	Establish and maintain information systems across response entities
<b>Activity</b>	<b>Develop and Maintain Training and Exercise Programs</b>
ComC 2.1.2	Develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for response communications
ComC 2.2.1	Develop and conduct training to improve all-hazard incident management capability for response communications
ComC 2.2.2	Conduct an after action review to determine strengths and shortfalls and develop a corrective plan accordingly for response communications

### ACTIVITY 3: VOLUNTEER CREDENTIALING, MANAGEMENT, & TRACKING

<b>CRITICAL RESOURCE DISTRIBUTION AND LOGISTICS</b>	
<b>Activity</b>	<b>Respond to Needs Assessment and Inventory</b>
Res.B1d 5.1	Determine additional human and material resources needed to support response
Res.B1d 5.2	Identify and inventory by type and category all resources available to support emergency operations, including facilities, equipment, personnel, and systems
<b>Activity</b>	<b>Activate Critical Resource Logistics and Distribution</b>
Res.B1d 4.3	Implement a resource-tracking system
<b>VOLUNTEER MANAGEMENT AND DONATIONS</b>	
<b>Activity</b>	<b>Develop and Maintain Plans, Procedures, Programs, and Systems</b>
Res.B1e 1.1	Develop NIMS-compatible plans, policies, and protocols for coordinating the management of Volunteers
Res.B1e 1.1.7	Identify potential volunteer opportunities to expedite community involvement
Res.B.1.e 1.1.9	Develop system or process for ensuring credentialing/accreditation of skilled volunteers
Res.B1e 1.4.3	Develop outreach plan designed to educate the preparedness and response community about the functions of the volunteers and donations management capability
<b>Activity</b>	<b>Develop and Maintain Training and Exercise Programs</b>
Res.B1e 2.1.5	Participate in training exercises with government agencies and other nongovernmental organizations, as appropriate
<b>Activity</b>	<b>Organize Volunteers and Assign Them to Disaster Relief Efforts</b>
Res.B1e 5.2.3	Implement system to check credentialing/accreditation of skilled volunteers if necessary
Res.B1e 5.6	Support response operations using volunteer resources and volunteered technical capabilities
<b>COMMUNITY PREPAREDNESS AND PARTICIPATION</b>	
<b>Activity</b>	<b>Integrate Public Outreach and Non-Governmental Resources into Emergency Operations Plans and Exercises</b>
ComF 2.1.4	Incorporate in all plans, procedures and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for age-related issues and concerns.
ComF 2.3.1	Integrate non-governmental entities, volunteers, and the general public in exercise planning, implementation, and review of all levels (national/ international, regional, State, tribal, urban, local) and types of exercises (all hazards, terrorism, bioterrorism, natural disasters)
<b>Activity</b>	<b>Provide Education and Training for the Public in All Mission Areas</b>
ComF 3.1.2	Provide continuing education and training for the public on: prevention, protection and mitigation measures, community emergency response plans, alerts and warnings (including threat levels), evacuation/in-place protection plans and exercises,

	participating in government sponsored emergency exercises, volunteer opportunities and training for year round volunteer role or surge capacity role in response and recovery.
ComF 3.3.2	Develop and provide community preparedness public education program and materials for at risk Populations.
<b>Activity</b>	<b>Provide Volunteer Opportunities: year round and in surge operations</b>
ComF 4.3	Develop and implement training and exercise programs to enable citizens to support emergency response and recovery operations
<b>Activity</b>	<b>Incident Response</b>
ComF 5.1	Implement public, volunteers, and non-governmental entity roles in emergency operations plans

#### ACTIVITY 4: CHILD IDENTIFICATION & TRACKING

<b>CITIZEN EVACUATION AND SHELTER-IN-PLACE</b>	
<b>Activity</b>	<b>Develop and Maintain Plans, Procedures, Programs, and Systems</b>
Res.B3a 1.3.1.1	Establish registry of populations requiring assistance during evacuation/sheltering-in-place
<b>Activity</b>	<b>Activate Evacuation and/or In-Place Protection</b>
Res.B3a 4.5	Implement systems for tracking evacuees and those who shelter in place
<b>Activity</b>	<b>Operate Evacuation Staging/Reception Area</b>
Res.B3a 7.2.4	Coordinate with appropriate agencies to address needs of those requiring assistance
Res.B3a 7.3.2	Provide voluntary registration/tracking system for general population to support reunification
<b>COMMUNITY PREPAREDNESS AND PARTICIPATION</b>	
<b>Activity</b>	<b>Integrate Public Outreach and Non-Governmental Resources into Emergency Operations Plans and Exercises</b>
ComF 2.1.4	Incorporate in all plans, procedures and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for age-related issues and concerns.
<b>Activity</b>	<b>Incident Response</b>
ComF 5.1	Implement public, volunteers, and non-governmental entity roles in emergency operations plans
<b>MASS CARE</b>	
<b>Activity</b>	<b>Develop and Maintain Plans, Procedures, Programs, and Systems</b>
Res.C3a 1.3.2	Develop plans, procedures, and protocols for coordination of mass care services with agencies providing human services and housing, (e.g., welfare inquiry, transitional/interim housing services, other individual/family assistance programs), and family reunification
<b>Activity</b>	<b>Shelter General Population</b>
Res.C3a 6.1.2	Establish processes to address issues identified in the assessment of shelter registrants

## ACTIVITY 5: FAMILY REUNIFICATION

<b>COMMUNICATIONS</b>	
<b>Activity</b>	<b>Develop and Maintain Plans, Procedures, Programs, and Systems</b>
ComC 1.2.1	Develop procedures for the exchange of voice and data with Federal, regional, State, local, and tribal agencies, as well as voluntary agencies
ComC 1.3	Establish and maintain information systems across response entities
<b>Activity</b>	<b>Develop and Maintain Training and Exercise Programs</b>
ComC 2.1.2	Develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for response communications
<b>CITIZEN EVACUATION AND SHELTER-IN-PLACE</b>	
<b>Activity</b>	<b>Develop and Maintain Plans, Procedures, Programs, and Systems</b>
Res.B3a 1.3.1.1	Establish registry of populations requiring assistance during evacuation/sheltering-in-place
<b>Activity</b>	<b>Activate Evacuation and/or In-Place Protection</b>
Res.B3a 4.5	Implement systems for tracking evacuees and those who shelter in place
<b>Activity</b>	<b>Operate Evacuation Staging/Reception Area</b>
Res.B3a 7.2.4	Coordinate with appropriate agencies to address needs of those requiring assistance
Res.B3a 7.3.2	Provide voluntary registration/tracking system for general population to support reunification
<b>ACTIVITY</b>	<b>Collect and Evacuate Population Requiring Assistance</b>
Res.B3a 6.2.3	Provide appropriate specialized transportation services for those requiring additional support during evacuation
<b>VOLUNTEER MANAGEMENT AND DONATIONS</b>	
<b>Activity</b>	<b>Develop and Maintain Plans, Procedures, Programs, and Systems</b>
Res.B.1.e 1.1.9	Develop system or process for ensuring credentialing/accreditation of skilled volunteers
<b>Activity</b>	<b>Organize Volunteers and Assign Them to Disaster Relief Efforts</b>
Res.B1e 5.6	Support response operations using volunteer resources and volunteered technical capabilities
<b>MASS CARE</b>	
<b>Activity</b>	<b>Develop and Maintain Plans, Procedures, Programs, and Systems</b>
Res.C3a 1.3.2	Develop plans, procedures, and protocols for coordination of mass care services with agencies providing human services and housing, (e.g., welfare inquiry, transitional/interim housing services, other individual/family assistance programs), and family reunification
<b>CRITICAL RESOURCE DISTRIBUTION AND LOGISTICS</b>	
<b>Activity</b>	<b>Respond to Needs Assessment and Inventory</b>
Res.B1d 5.1	Determine additional human and material resources needed to support response