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Early Childhood Services Bureau Devolution of Operations Plan

Foreword

A devolution plan is an essential part of the planning process. A devolution plan ensures that the essential functions of the Early Childhood Services Bureau are carried out in an emergency. A devolution plan enlists partner agencies before an emergency occurs to ensure the partner agencies assist in or at times take over the essential functions of the Early Childhood Services Bureau when a disaster disables the Bureaus normal functioning capabilities.

The (partner agency) supports the overall Early Childhood Services Bureau’s mission by helping children and families succeed by increasing the affordability, accessibility and quality of early care and education. These needs do not diminish in a disaster, in fact, the need increases exponentially. To accomplish the mission, (Partner Agency) must ensure that operations continue, with minimal disruptions to essential functions, especially during an emergency.

To support this mission, (Partner agency) must be prepared to continue its essential functions during any type of threat or emergency and to effectively resume its mission and essential functions if an interruption threatens. This document provides planning and program guidance to ensure the continuation of the Early Childhood Services Bureau’s essential functions in the event that the Early Childhood Services Bureau primary operating facility is incapacitated and personnel are unavailable or incapable of activating or deploying to the normal continuity facility.

This plan has been developed in accordance with guidance in National Security Presidential Directive (NSPD) 51/Homeland Security Presidential directive (HSPD) 20, National Continuity Policy; the National Continuity Policy Implementation Plan; federal Continuity Directive 1, Federal Executive Branch National Continuity Program and Requirements; and other related Directives and guidance.

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## **CHAPTER 1: INTRODUCTION**

The (partner agency) supports the overall Early Childhood Services Bureau mission by helping children and families succeed by increasing the affordability, accessibility and quality of early care and education. These needs do not diminish in a disaster, in fact, the need increases exponentially. To accomplish the mission, (Partner Agency) must ensure that operations continue, with minimal disruptions to essential functions, especially during an emergency. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on the Early Childhood Services Bureau's missions, personnel, and facilities.

### **1.1 PURPOSE**

This Devolutions of Operations Plan supports the overall Early Childhood Services Bureau continuity of Operations planning, and provides procedures, guidance and organizational structure to ensure the continuation of the Early Childhood Services Bureau essential functions in the event that the Early Childhood Services bureau primary operating facility is incapacitated and personnel are unavailable or incapable of deploying to either of the continuity of operations sites. The primary continuity of operations site for the Early Childhood Services bureau is the Child Care Partnership site, which is located at 901 North Benton Ave, Helena MT. The alternative continuity of operations site is the Helena YMCA, which is located at 1200 N Last Chance Gulch.

### **1.2 PLAN ORGANIZATION**

Chapter 1 of the plan outlines the basic policies, definitions, and assumptions that form the framework for the plan. Chapter 2 introduces concepts relevant to the development and execution of the Devolution of Operations Plan. Chapter 3 assigns responsibilities to the respective Early Childhood Services Bureau offices, and partner organizations tasked with planning and implementing devolution. Chapter 4 provides an operational overview of devolution implementation and Chapter 5 addresses specific devolution of operations support procedures and requirements.

The appendices, A through E, serve to amplify or expand upon information discussed in the plan and may prove useful in understanding new concepts introduced in the body of the plan. Appendix A contains a list of the essential functions of the Early Childhood Services Bureau offices and partner agencies. Appendix B provides specific information on vital records and continuity communications requirements, and Appendix C provides information regarding the devolution of operations sites. Appendix D provides a listing of all of the Early Childhood Services Bureau devolution of operations Emergency Response Group (DERG) personnel, including headquarters, regional, and subcomponent staff. Appendix E is an alphabetical listing of the acronyms used in this plan.

### **1.3 OBJECTIVES**

The Devolution of Operations Plan addresses a key component of continuity of operations planning identified in Federal Continuity Directive 1, *Federal Executive Branch National Continuity Program and Requirements; dated February 2008*, in the event that devolution of operations procedures are necessary. At a minimum, the plan will meet the following objectives:

1. Identify prioritized essential functions and determine necessary resources to facilitate their immediate and seamless transfer to a devolution site;
2. Include a roster identifying organization points of contact (POCs) at the designated devolution site with overall responsibility for the fully equipped and trained personnel who will perform essential functions and activities when the devolution option of continuity is activated;
3. Identify the likely activation protocols (triggers) that would initiate or activate the Devolution of Operations Plan;
4. Specify how and when direction and control of organization operation will transfer to the devolution of operation site(s)
5. List necessary resources (people, equipment, and materials) to perform essential functions at the devolution site;
6. Establish reliable processes and procedures to acquire resources necessary to continue essential functions and sustain operations for extended periods; and
7. Establish capabilities to restore or reconstitute organization authorities to their pre-event status upon termination of devolution.

#### **1.4 APPLICABILITY AND SCOPE**

This plan applies to the functions, operations, and resources necessary to ensure the continuation of the Early Childhood Services bureau essential functions if disaster, attack, or catastrophe renders personnel incapable or unavailable to sustain operational capability at the Early Childhood Services Bureau's primary operating facility or the two ESCB continuity of operations sites, which are Child Care Partnerships and the YMCA. The Early Childhood Services Bureau staff must be familiar with devolutions of operations policies and procedures and their respective devolution of operations roles and responsibilities.

#### **1.5 ASSUMPTIONS**

This Devolution of Operations Plan is based on the following assumptions:

1. A without warning catastrophic event or condition requires the relocation of the Early Childhood Services Bureau management responsibilities and essential functions to the continuity of operations sites.
2. The Early Childhood Services Bureau management responsibilities and essential functions cannot be conducted for the primary operation facility of the continuity facilities.

3. The Early Childhood Services Bureau personnel are unavailable or incapable of relocation.
4. The Bureau Chief, Early Childhood Services Bureau, or the Child Care Program Manager, will serve as the Director, Devolution Emergency Response Group.
5. The facilities in the devolution of operations sites are unaffected and have been resources to incrementally assume the essential functions of the Early Childhood Services Bureau until a reconstituted Early Childhood Services Bureau can assume such responsibilities.
6. Essential functions at the devolution of operations sites will temporarily transfer, as required, to the applicable CCR&R site; which will be named by the Bureau Chief or the Childcare Program manager, until the Early Childhood Services Bureau can reconstitute.
7. Appropriate delegation provisions are in place to ensure the rapid and efficient transfer of legal and fiscal authority.
8. Significant changes to the Early Childhood Services Bureau statutory authority and/or responsibilities will necessitate a revision of this plan.

## 1.6 AUTHORITIES

- National Security Presidential Directive (NSPD) 51/Homeland Security Presidential Directive (HSPD) 20, *National Continuity Policy*, May 2007.
- National Continuity Policy Implementation Plan, August 2007.
- *The National Security Act of 1947*, 50 U.S.C. 401, as amended.  
*The Homeland Security Act of 2002*, PL 107-296, enacted November 25, 2002, hereafter referred to as *HAS of 2002*.
- *Robert T. Stafford Disaster Relief and Emergency Assistance Act*, as amended (42 U.S.C. 5121, et seq.), hereafter referred to as *Stafford Act of 2003*.
- Executive Order 12148, *Federal Emergency Management*, dated July 20, 1979, as amended.
- *National Response Framework*, January 2008.
- Department of Homeland Security Management Directive 9300.1, *Continuity of operations Programs and Continuity of Government Functions*.
- State of Montana Disaster and Emergency Plan, Volume XIII, Department of Public Health and Human Services Emergency Operations Plan, November 2008.
- Human and Community Services Division, Early Childhood Services Bureau Emergency Preparedness Plan, **January 2010**.

## 1.7 REFERENCES

- Title 44, Code of Federal Regulations (CFR) Part 2, Subpart A – *Organization, Function, and Delegations of Authority*, dated October 1, 2005.
- Title 41, CFR 102-74.260, *Occupant Emergency Program*, revised on July 1, 2005.
- Title 36, CFR Part 1236, *Management of Vital Records*, revised on July 1, 2005.

- Homeland Security presidential Directive (HSPD) 3, *Homeland Security Advisory System* (HSAS), dated March 11, 2002.
- Early Childhood Services Bureau, *Continuity of Operations Plan*, dated January 2010.
- Child Care Partnerships and YMCA Site Support Procedures, and MOU, Early Childhood Services Bureau Continuity of Operations, dated January 2010.
- State of Montana Disaster and Emergency Plan, Volume XIII, Department of Public Health and Human Services Emergency Operations Plan, November 2008.
- Human and Community Services Division, Early Childhood Services Bureau Emergency Preparedness Plan, January 2010.

## 1.8 RESPONSIBILITIES

- **The Child Care Program Manager** has the lead in planning for the Early Childhood Services Bureau devolution of operations, to include the development of the plan and procedures that enable the devolution of operations partner agencies to assume the mission and essential functions of the Early Childhood Services Bureau.
- **The Early Childhood Services Bureau** offices are responsible for ensuring their devolution counterparts are trained, equipped, and have access to all vital records, databases, and supporting materials to facilitate the immediate transition of essential functions and sensitive responsibilities from the Early Childhood Services Bureau's primary operating facility to the new devolution facility;
- **The Child Care Program Manager** holds primary responsibility for identifying, coordinating, and training personnel required to perform devolved essential functions. The Early Childhood Services Bureau will support this plan, as appropriate; and
- **The Early Childhood Services Bureau** is responsible for the annual review and update of this plan.

## 1.9 DEFINITIONS

Terms that are unique to this plan and/or the broad understanding of continuity of operations and devolution of operations are defined below:

- **Continuity of Government (COG):** A coordinated effort within each branch of government (e.g., the Federal Government's executive branch) to ensure the National Essential Functions (NEFs) continue to be performed during a catastrophic emergency. Note, this term may also be applied to non-Federal governments.
- **Continuity of Operations (COOP):** An effort within individual agencies to ensure they can continue to perform their Mission Essential Functions (MEFs) and Primary Mission Essential Functions (IPMEFs) during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.
- **Devolution Emergency Response Group (DERG):** Regional, subcomponent, and available Early Childhood Services Bureau staff that assume the responsibility and execution of the Early Child Services Bureau's primary operating facility essential functions during a devolution of operations activation.
- **Devolution Director:** The successor who succeeds the Bureau Chief, Early Childhood Services Bureau and serves as the Devolution Emergency Response Group Director. According to the delegation of authority for the Bureau Chief, Early Childhood Services Bureau, the successor must be confirmed and not acting.
- **Devolution of Operations:** The capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period of time.
- **Devolution of Operations Phases:** The four levels of operations implemented in response to a crisis, attack, or catastrophe that render primary operating facility personnel unavailable to, or incapable of, maintaining essential functions at the primary or alternate locations. The phases are implemented sequentially and include: Readiness and Preparedness, Activation and Relocation, Devolution Operations, and Reconstitution.
- **Devolution of Operations Point- of Contact (POC):** The designated individual from the Early Childhood Services Bureau and each partner agency whose duties involve coordination and implementation of the Early Childhood Services Bureau Devolution of Operations Plan for his/her respective organization.
- **Devolution of Operations Sites:** The facilities where the Devolution Emergency Response Group conducts the essential functions of the Early childhood Services bureau's primary operating facility.

- **Emergency Relocation Group (ERG):** Pre-designated staff who move to an alternate facility to continue essential functions in the event that their normal work locations are threatened or have been incapacitated by an incident.
- **Essential Functions:** The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: NEFs, PMEFs and MEFs.
- **Mission Essential Functions (MEFs):** The limited set of agency-level Government functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.
- **National Essential Functions (NEFs):** The eight functions the President and the Nations leadership will focus on to lead and sustain the Nation during a catastrophic emergency; NEFs, therefore, must be supported by COOP and COG capabilities.
- **Primary Mission Essential Functions (PMEFs):** Those department and agency Mission Essential Functions, validated by the NCC, which must be performed in order to support the performance of NEFs before, during, and in the aftermath of an emergency. PMEFs need to be continuous or resumed within 12 hours after an event and maintained for up to 30 days or until normal operations can be resumed.
- **Weapons of Mass Destruction (WMD):** Weapons that are capable of killing a lot of people and/or causing a high-order magnitude of destruction, or weapons that are capable of being used in such a way as to cause mass casualties or create large-scale destruction. WMDs are generally considered to be nuclear, biological, chemical, and radiological devices, but WMDs can also be high-explosive devices.

## **CHAPTER 2: CONCEPT OF OPERATIONS**

### **2.1 DISRUPTION OF OPERATIONS**

A flexible and scalable response is required to address the spectrum of events that could disrupt operations at the Early Childhood Services Bureau's primary operating facility. The Early Childhood Bureau's Devolution of Operations Plan, in conjunction with the Early Childhood Services Continuity of Operations Plan, ensures such a response capability. While the continuity of Operations Plan addresses a wide variety of potentially disruptive scenarios, the Devolution of Operations Plan focuses on catastrophic and/or widespread incidents and events that may occur with or without warning and render our facilities and personnel incapable of or unavailable to perform our essential functions (See Appendix A for all of the Early Childhood Services Bureau's essential functions).

### **2.2 DEVOLUTION OF OPERATIONS SITES**

The primary Early Childhood Services Bureau devolution sites are the CCR&R agencies, which are spread across the State of Montana, the Devolution Emergency Response Group Director will appoint the appropriate CCR&R site depending on the nature and scope of the disaster that causes the devolution to take place. The Early Childhood Services Bureau offices, partner agencies and Devolution of Operations POCs shall annually, and after an actual event or a Test, Training and Exercise (TT&E) event, review the devolution of operations personnel, equipment, and resources at each facility to ensure adequacy. See Appendix B for additional information on devolution resource requirements and Appendix C for additional information on the devolution sites.

### **2.3 DEVOLUTION OF OPERATIONS ACTIVATION CONDITIONS**

The Early Childhood Services Bureau Devolution of Operations Plan may activate due to either an active or a passive measure or trigger, depending on the catastrophe.

#### **2.3.1 ACTIVE MEASURES**

Active measures or "triggers" are those that initiate Devolution of Operations Plan activation because of a deliberate decision by senior Early Childhood Services Bureau authorities. In this situation, the Bureau Chief, Early Childhood Services Bureau, or designated successor activates the Devolution of Operations Plan based on an identified threat to the offices located at 111 North Jackson street Helena Mt. The Devolutions director at either the primary Continuity of Operations center at Child Care Partnerships, or the Helena YMCA activates the DERG to assume the Early Childhood Services Bureau's mission and essential functions after receiving instructions from the Bureau Chief, Early Childhood Services Bureau, or a designated successor.

#### **2.3.2 PASSIVE MEASURES**

Passive measures or "triggers" for activating the Devolution of Operations Plan occur when the Early Childhood Services Bureau leadership is not available to initiate activation. For example, when the DERG Director cannot establish contact with the Early Childhood Services Bureau senior leaders, using all possible communications devices, or media coverage portrays catastrophic events

in and around the 111 Jackson Street location, the DERG Director activates the Early Childhood Services Bureau Devolution of Operations Plan and assumes the Early Childhood Services Bureau essential functions.

## **2.4 DEVOLUTION SCENARIOS**

The following examples illustrate possible scenarios that could mandate the devolution of the Early Childhood Services Bureau essential functions:

- The Early Childhood Services bureau's primary operating facility and staff is unavailable or incapable of executing the Early Childhood Services Bureau's mission as a result of a disaster, attack, or catastrophe (whether or not originating in the Early Childhood Services Bureau building) (e.g. severe snow and ice storm, pandemic influenza, widespread power outages, etc.).
- The Helena Early Childhood Services Bureau offices are incapable of conducting normal business activities as a result of an incapacitation of critical information and communications systems, extreme natural disaster, Weapons of Mass Destruction (WMD) event, hazardous material incident or biological event rendering that all alternate operating sites unavailable. Under the scenario, there could be uncertainty regarding whether additional events such as secondary explosions, aftershocks, or cascading information systems failures could occur, and many – if not all – organizations would have to activate their Devolution of Operations programs.

## **2.5 RELATIONSHIP BETWEEN CONTINUITY AND DEVOLUTION OF OPERATIONS.**

The Early Childhood Services Bureau Continuity Plan and Program and the Early Childhood Services Bureau Devolution of Operations Plan and Program provide mechanisms to ensure that the Early Childhood Services Bureau can sustain operational capability across a broad spectrum of emergencies. The Continuity of Operations plan supports this goal by relocating a portion of the Early Childhood Services staff to the Continuity of Operations site at Child Care Partnerships. The Devolution of Operations Plan provides for the Early Childhood Services Bureau's ability to sustain operational capability despite the loss or incapacitation of our primary operating staff and facilities. Both plans ensure that the Early Childhood Services Bureau can continue to operate following either an expected or an unexpected disruption, during duty and non-duty hours.

Figure 2-1 illustrates the relationship between these two related, but distinct concepts.

**Figure 2-1: Relationship Between Continuity and Devolution of Operations**

<b>Phase</b>	<b>Continuity of Operations</b>	<b>Devolution of Operations</b>
<b>Concept</b>	Relocate to the continuity facility	Devolve mission to a CCR&R
<b>Planning</b>	The Emergency Relocation Group (ERG) assumes the essential functions from one or more continuity facilities	The DERG assumes the essential functions because of the unavailability of the ERG members
<b>Implementation</b>	Personnel move to one or more continuity facilities and perform essential functions	DERG personnel perform essential functions from the devolution of Operations facilities

**2.6 DEVOLUTION OF OPERATIONS THREAT CONDITIONS AND POTENTIAL RESPONSES**

Devolution of operations planning provides the Early Childhood Services Bureau with a means of ensuring the continuity of essential functions, in the absence of a credible warning and/or the ability to relocate the Early Childhood Services Bureau Emergency Relocation Group (ERG) to one or more continuity facilities. Table 2-1 illustrates the relationship of devolution of operations planning to the threat conditions outlined in Homeland Security Presidential Directive (HSPD) 3.

The Bureau Chief, Early Childhood Services Bureau, and the ERG will normally refer to the threat conditions and potential responses identified in the Early Childhood Services Bureau Continuity of Operations Plan when assessing an emergency or disruptive situation to determine whether continuity activation is required. Similarly, the Devolution Director and the other DERG members should refer to the threat conditions and potential responses depicted in Table 2-1 when assessing an emergency to determine if the DERG should anticipate an activation of the Early Childhood Services Bureau Devolution of Operations Plan.

**TABLE 2-1: CONTINUITY THREAT CONDITIONS AND POTENTIAL RESPONSES**

<b>HSPD-3 Threat Condition Level</b>	<b>HSPD-3 Threat Condition Criteria</b>	<b>Operational Condition</b>	<b>Early Childhood Services Bureau’s Potential Responses</b>
<b>Green (Low)</b>	There is a low risk of terrorist attacks.	There is no identifiable or specific threat.	The Early Childhood Services Bureau Continuity plan is not activated.
<b>Blue (Guarded)</b>	There is a general risk of terrorist attacks.	There is no identifiable or specific threat.	The Early Childhood Services Bureau Continuity Plan is not activated.
<b>Yellow (Elevated)</b>	There is a significant risk of terrorist attacks.	Threat is a specific threat to the Early Childhood Services Bureau offices.	Place the Early Childhood Services Bureau Continuity ERG on alert.
<b>Orange (High)</b>	There is a high risk of terrorist attacks.	There is a credible and specific threat to the location or of a terrorist attack within the next 24 hours.	Activate the Continuity ERG and place the DERG on alert.
<b>Red (Severe)</b>	There is a severe risk of terrorist attacks.	There is a credible and specific threat of imminent terrorist attack	Activate the Continuity ERG and place the DERG on alert.
<b>No-Notice Event</b>	Can occur at any threat condition level.	There is a no-notice incapacitation of the Early Childhood Services Bureau and the ERG is not available.	Activate Early Childhood Services Bureau Devolution of Operations Plan at the devolution of operations sites.

**2.7 ASSUMPTION OF EARLY CHILDHOOD SERVICES BUREAU ESSENTIAL FUNCTION AND MISSION**

Upon activation of the Early Childhood Services Bureau’s Devolution of Operations Plan, the DERG will immediately assume the Early Childhood Service’s mission and essential functions. Representatives from other organizations or their designated successors, who normally co-locate with the Early Childhood Services Bureau during emergencies to support the National Response Framework, will co-locate with the DERG at the Devolution of Operations sites. The DERG will continue to perform the Early Childhood Services Bureau’s mission and essential functions until the primary operating facility is reconstituted and can resume its mission.

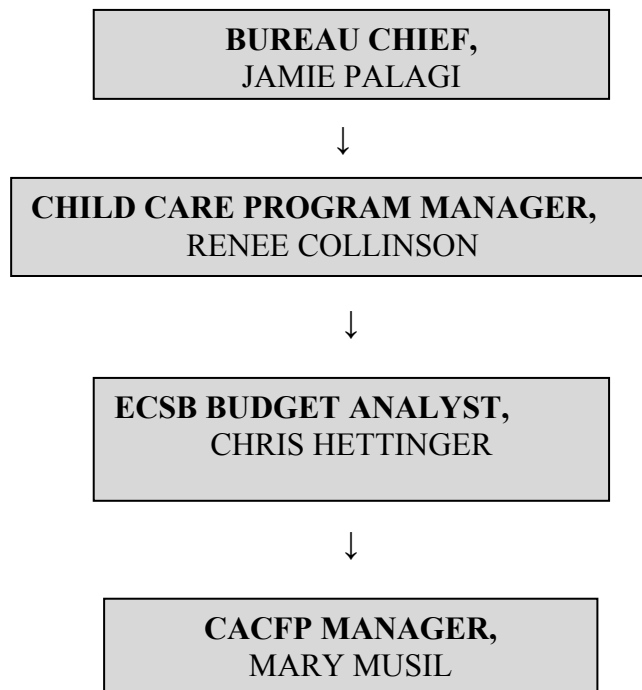
**2.8 ORDERS OF SUCCESSION**

**Orders of Succession**

**Succession to the position of Bureau Chief, Early Childhood Services Bureau:** In the event of the death, resignation, or if otherwise unable to perform the functions and duties of the position of

Bureau Chief, Early Childhood Services Bureau, pursuant to the Federal Vacancies Reform Act of 1998, (5 U.S.C 3345-3349), The Administrator of the Human and Community Services Division, Linda Snedigar, may direct an officer or employee to perform the functions and duties of the vacant Bureau Chief office temporarily in an acting capacity.

Absent the specific direction of the Administrator of the Human and Community Services Division, Linda Snedigar, no official shall sit as the Acting Bureau Chief, Early Childhood Services Bureau. However, in the event of the death, resignation or if otherwise unable to perform the functions and duties of the position, the Bureau Chief, Early Childhood Services Bureau, has delegated to the following positions in order of succession (see chart) those functions and duties, subject to any conditions or restrictions set forth in the Delegation of Authority document for the Early Childhood Services Bureau.



## **2.9 DELEGATIONS OF AUTHORITY**

Generally, The Early Childhood Services Bureau pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels have resumed. Pre-determined delegations of authority are particularly important in a disaster situation.

The Early Childhood Services Bureau has identified the following delegations of authority:

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

The Early Childhood Services Bureau has identified the following delegations of authority specific to the devolution site:

### **DEVOLUTION TASKS BY JOB CLASSIFICATION**

*For information on supervision of these Devolution tasks by core ECSB staff refer to Appendix D.*

<b>Devolutions Director:</b> coordinating devolution efforts with disaster wide management efforts.
<b>CCR&amp;R directors:</b> human resources, site management, job assignments, performance assessments, trouble-shooting, and volunteer management.
<b>CCR&amp;R Trainers and Eligibility Staff:</b> (not needed for child care intake) setting up emergency childcare center, and care of the children; volunteer caregivers will assist once they arrive.
<b>Administrative staff:</b> Initiate emergency communication plan; call area childcare providers to assess possible damage, send out PSA's to Radio regarding childcare relocations sites and support administration with tasks as needed. Make payments as necessary.
<b>CACFP staff and Licensing:</b> assist in the delivery of food and supplies to the child care centers. Work with Mike the Structural Engineer at Stahl regarding integrity of provider buildings and sanitarians to test viability of water supply.
<b>Eligibility Staff:</b> child care intake and data security.
<b>Volunteers:</b> perform necessary activities

The Early Childhood Services Bureau's delegations of authority for each CCR&R are found in the Emergency Preparedness plans developed by each agency. These plans will be stored in binders in a filing cabinet in the R & R Program Specialist's office (Chauntel Luchier) in Missoula Montana at 2681 Palmer, 2<sup>nd</sup> floor. For access to the building call Brett at

The Early Childhood Services Bureau has informed those officials who might be expected to assume authorities during a continuity situation. Documentation that this has occurred is found with the Emergency Preparedness plans for each agency, which is located: with their agency emergency preparedness plans, which will be stored in binders in a filing cabinet in the R & R Program Specialist's office (Chauntel Luchier) in Missoula Montana at 2681 Palmer, 2<sup>nd</sup> floor. Further, The Early Childhood Services Bureau has trained those officials who might be expected to assume authorities during a continuity situation at least annually for all pre-delegated authorities for making policy determinations and all levels using web-ex and other computer training. This training is reflected in agency training records located with the CCR&R emergency plans.

### CHAPTER 3: ORGANIZATION AND RESPONSIBILITIES

There are two groups involved in devolutions planning and execution; the Devolution Working Group (DWG) and the Devolution Emergency Response Group (DERG). This section identifies and defines the organization and responsibilities of the DERG, and follows the concept that the Early Childhood Services Bureau offices have the primary planning responsibility to create a “partnership” with their devolution of operations counterparts. This partnership ensures the devolution of operations sites have the requisite personnel, equipment and facilities to execute essential functions. The CCR&R’s will have responsibility for planning on the local level for the Emergency Child Care Center for the rescue and relief workers.

#### 3.1 RESPONSIBILITIES OF THE EARLY CHILDHOOD SERVICES BUREAU DEVOLUTION WORKING GROUP

The DWG is a standing committee that will meet on an annual basis to address coordination issues and support needs for the Devolution of Operations counterpart organizations. The DWG is comprised of Early Childhood Services Bureau and partner agencies devolution points-of-contacts (POCs) who ensure that the resources and authorities necessary to carry out the essential functions are in place at the Devolution of Operations sites. The DWG responsibilities include the identification of corresponding organizations and individuals for the Early Childhood Services Bureau offices and partner agencies, the furnishing of critical equipment and materials necessary for the devolution of operations, and the evaluation and reporting of the devolution of operations counterparts to conduct the Early Childhood Services Bureau’s mission and essential functions.

DWG ROSTER	AGENCY REPRESENTED	PHONE NUMBER
Collinson, Renee	Early Childhood Services Bureau	406-444-0309
Goetz, Stephanie	Child Care Licensing	406-444-1510
	Health Department	406-
Luchier, Chauntel	Early Childhood Services Bureau	406-329-1286
Roselli-Hust, Michelle	HRDC District 7	406-247-4732
Hicks, Becky	DEAP Child Care Resource & Referral	406-377-4909
Donohue, Eileen	The Nurturing Center	406-756-1414
Jane Arntzen Schumacher	Child Care Connections	406-587-7786
Hawn, Kim	Family Connections	406-761-6010
Mann, Janet	HRDC District VI Child Care Link	406-535-7488
Hergott, Brenda	Butte 4C’s	406-723-4019
Wilkins, Vicki	District IV HRDC Child Care Link	406-265-6743
Tribby, Ann	DEAP Child Care Resource and Referral	406-234-6034
Thompson, Rick	Hi-Line Home Programs, Inc	406-228-9431
Mevis, Sheilah	Child Care Partnerships	406-443-4608
Rosenleaf, Kelly	Child Care Resources	406-728-6446

### **3.2 RESPONSIBILITIES OF THE EARLY CHILDHOOD SERVICES BUREAU DEVOLUTION EMERGENCY RESPONSE GROUP**

The DERG is comprised of key Early Childhood Services Bureau, partner agencies, and available Early Childhood Services Bureau personnel who carry out the Early Childhood Services Bureau's mission and essential functions at the designated Devolution of Operations sites in the event of a devolution of operations situation. Upon activation, the DERG executes the Early Childhood Services Bureau's mission and essential functions until the Early Childhood Services Bureau can be reconstituted and assume these responsibilities. The offices supporting devolution designate their DERG members based on these requirements:

- The ability to identify pre-determined essential functions that must be performed, regardless of the functional status of the Early Childhood Services Bureau building and personnel; regardless of the functional status of the Early Childhood Bureau building and personnel;
- Knowledge and expertise in performing the essential functions;
- The understanding that DERG members are precluded from being members of any other emergency team while they are supporting their DERG responsibilities during a devolution of operations situation.

### **3.3 ORGANIZATION**

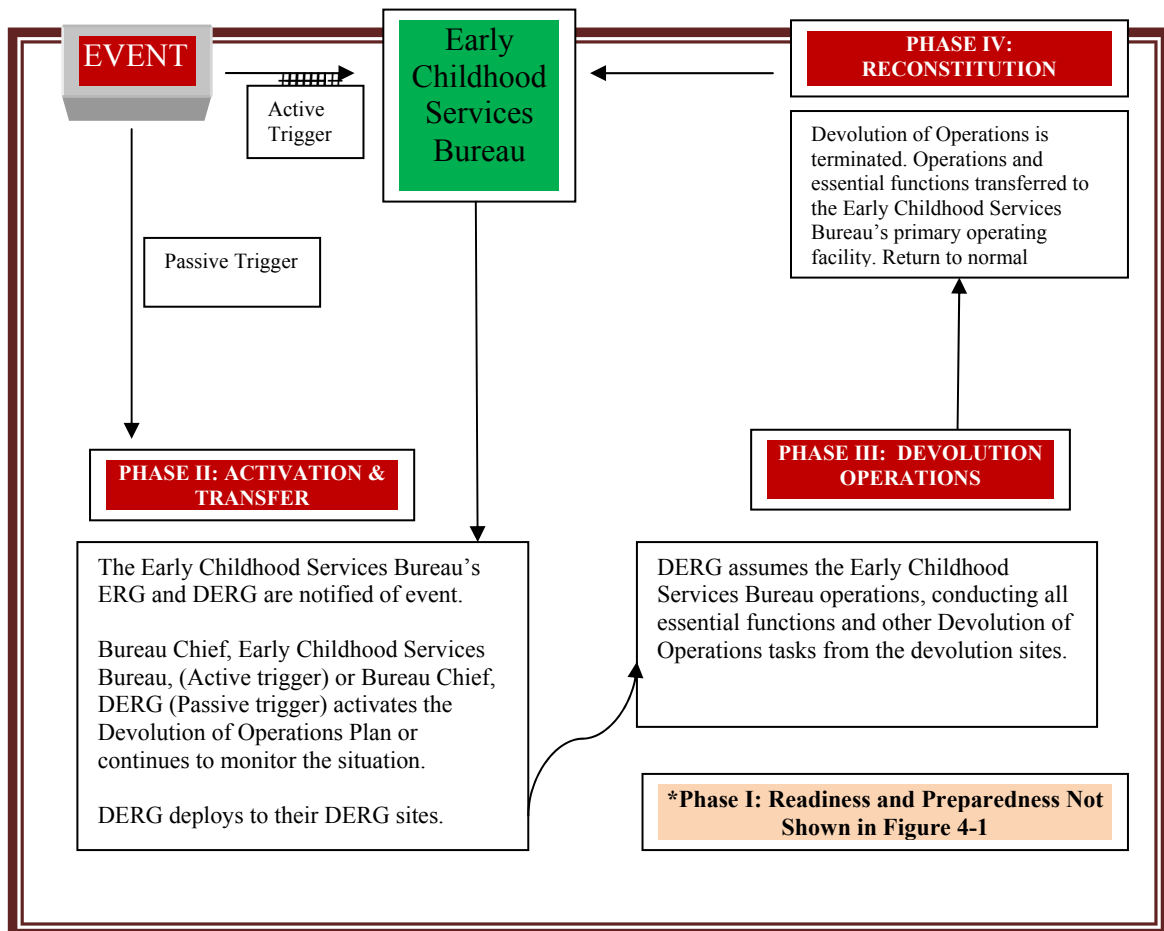
Specific organizational structures are required to successfully devolve the Early Childhood Services Bureau mission and essential functions to the Devolution of Operations Sites. The Early Childhood Services Bureau's mission and essential functions must transfer to specific counterpart offices to continue the mission of the Early Childhood Services Bureau. Refer to Section Five for specific personnel requirements and office coverage schemes and Appendix D for a list of the Early Childhood Services Bureau and DERG personnel.

## CHAPTER 4: DEVOLUTION OF OPERATIONS IMPLEMENTATION

The DERG will implement the Early Childhood Services Bureau Devolution of Operations Program in four phased, as illustrated in Figure 4-1:

- **Phase I: *Readiness and Preparedness***, includes all continuity readiness and preparedness actions including plan development, review, and revision, TT&E, risk management, etc;
- **Phase II: *Activation and Transfer of Authority***, which occurs immediately upon confirmation that the Early Childhood Services Bureau’s primary operating facility is unavailable or incapable of performing its essential functions, after either the Bureau Chief, Early Childhood Services Bureau, or the Devolution Director activate the Devolution of Operations Plan in accordance with the activation triggers;
- **Phase III: *Devolution Operations***, which continue until the emergency operations can be terminated; and
- **Phase IV: *Reconstitution***, which is conducted after the emergency or disruption ceased and is unlikely to resume.

**FIGURE 4-1: DEVOLUTION OF OPERATIONS IMPLEMENTATION PHASES**



Each of these phases is presented in more detail in the following sections. Implementation of the Early Childhood Services Bureau Devolution of Operations Plan depends on the type of emergency, the warning conditions, the location of personnel when notified, and the extent of damage or threat to the primary operating facility and its occupants.

#### **4.1 PHASE I: READINESS AND PREPAREDNESS**

The Early Childhood Services Bureau participates in the full spectrum of readiness and preparedness activities to ensure its Devolution of Operations plan is viable. The Early Childhood Services Bureau readiness activities include:

- Creating Early Childhood Services Bureau Continuity of Operations Plans.
- Developing a Devolution of Operations Plan to follow.
- Developing emergency planning work groups at the CCR&R devolution sites to create emergency plans for their agencies. Plans due to Early Childhood Services Bureau by January 29<sup>th</sup> 2010.
- CCR&R's create volunteer and provider relocation data bases.
- Purchase the supplies necessary to make the plan functional.

#### **4.2 PHASE II: ACTIVATION AND TRANSFER OF AUTHORITY**

##### **4.2.1 ALERT AND NOTIFICATION**

This phase begins with the activation of the Early Childhood Services Bureau's Devolution of Operations Plan and the transfer of its mission, authority, responsibility, and essential functions to the DERG. This phase ends with the establishment of the mission-capable DERG.

If a catastrophic event is likely to occur, the DERG will take the following actions:

- The Bureau Chief, Early Childhood Services Bureau, or designated successor will notify the Devolution Director to activate the Devolution of Operations Plan.
- The Devolution Director will contact the Early Childhood Services Bureau offices to initiate the emergency notification system. If the normal process for notification is not functional, the Bureau will notify key Early Childhood Services Bureau devolution officials, who will contact all DERG members and non-DERG members. Each CCR&R is responsible for notifying the volunteers and partner organizations necessary to carry out the essential functions of the Early Childhood Services Bureau once they have been notified that devolution is going to take place.
- DERG members and essential non-DERG members will immediately report to their devolution operating site (during duty and non-duty hours).

- The Early Childhood Services Bureau will notify all essential partners that they are not able to fulfill the Bureau's essential functions from either of the Continuity of Operations sites and that an emergency relocation of the Early Childhood Services Bureau is anticipated or is in progress.

If an unwarned catastrophic event occurs, the Devolution Director will order the following actions:

- DERG members will immediately report to their devolution of operations site (during duty and non-duty hours).
- DERG members will perform the Early Childhood Services Bureau mission and essential functions.
- The Early Childhood Services Bureau will notify all essential partners that they are not able to fulfill the Bureau's essential functions from either of the Continuity of Operations sites and that an emergency relocation of the Early Childhood Services Bureau is anticipated or is in progress.

As appropriate, news media, outside clients, child care providers, parents, and rescue and relief workers will be notified by an official spokesperson from the DERG, (via pre-recorded message, or Public Service Announcements where appropriate) that the Early Childhood Services Bureau has temporarily relocated to its devolution of operations sites. Notifications will be made about the Emergency Child Care Center for Rescue and Relief Workers, status of child care providers during an emergency, and if necessary PSA announcements will be made regarding child care relocation sites.

#### **4.2.2 TRANSITIONING TO THE DEVOLUTION EMERGENCY RESPONSE GROUP**

Immediately following a devolution of operations activation, the DERG will:

- Assume all authority and responsibility for the execution of the Early Childhood Services mission and essential functions.
- Execute notification plans; including, the notification of the volunteer "guardians" to assist in staffing the Emergency Child Care Center for Rescue and Relief Workers. Damage assessment phone calls need to be made to the child care centers that were open during the disaster.
- The Devolution Director will ensure the CCR&R completes notification of all the Early Childhood Services Bureau CCR&R's, other partner agencies, Municipal and State officials, tribal, and all other appropriate local organizations concerning the temporary relocation of the Early Childhood Services Bureau to the devolution sites. Notifications will be made about the Emergency Child Care Center for Rescue and Relief Workers, status of child

care providers during an emergency, and if necessary PSA announcements will be made regarding child care relocation sites.

- Prepare to receive representatives from other Federal or State, territorial, tribal, or local organizations as required.
- Prepare the devolution site to carry out the Early Childhood Services Bureau essential functions; this includes, but is not limited to: Setting up office area to make payments, make and take calls, review data, coordinate volunteers, and complete child intake process for the Emergency Child Care Center for Rescue and Relief workers. Prepare the area that is to be used for child care to meet the children's needs; including, but not limited to: creating activity area, preparing "cafeteria," and organizing volunteer and non-volunteer staff for the arrival of children.

### **4.3 PHASE III: DEVOLUTION OPERATIONS**

The DERG will continue to operate as the Early Childhood Services Bureau until the Early Childhood Services Bureau's primary operating facility or Continuity of Operations site reconstitutes and reassumes its mission authority. The Early Childhood Services Bureau will devolve to the appointed CCR&R initially. Responsibility will transfer to the appointed CCR&R who will be responsible for the devolution. The Bureau Chief will make this decision based on the nature and scope of the emergency. The transfer of responsibility will be triggered by the DERG Initial Status Call using 406-444-1828 or 406-437-2993.

The time of the call depends on the time of the decision to devolve the mission and essential functions of the Early Childhood Services Bureau. Upon activation, the Devolution Director will determine the time of the DERG Initial Status Call based on the on-going situation and activities and inform the CCR&R's, who will include the time for the call and the conference line number and pin, if necessary, in the alert and notification message.

If the normal Early Childhood Services Bureau conference line system is not available, the call will be made from either of the Continuity of Operations sites. Staff at the appointed devolution site will activate the back-up system, if applicable. Once done, they will provide the new conference line number and pin, if necessary, to the Devolution Director. The Devolution Director will determine the time for the Initial Status Call and will include the call time in a notification message from either of the Continuity of Operations sites.

The DERG Initial Status Call and subsequent DERG Status Calls will cover the following items:

- Roll Call of all participants, by office

- Situation update from the Devolution Director or designee; to include why the Early Childhood Services Bureau devolved and the current situation in Helena.
- Status report, including operational capability, from each location.
- Identifying and addressing any issues requiring follow-up actions; and
- Decision by the Devolution Director or designee on the course of action from the day for the DERG, to include determining:
  - The portion of the Early Childhood Services Bureau that still have full operational capability within the Helena area, or at either of the Continuity of Operations sites and therefore will not devolve their essential functions; and
  - The portion of the Early Childhood Services Bureau without full operational capability within the Helena area or at either of the Continuity of Operations sites and therefore will devolve their essential functions to the devolution of operations counterparts.
- The devolution Director or designee will announce any specific instructions for the day and the time and date for the next DERG Status Call.

**Script for Status Report call:**

“Good morning, this is (insert speaker name here) with the (Insert office here). At this time, I have accounted for (all, some, none, \_\_%) of my office’s personnel. We (can, cannot) perform the mission and essential functions of our primary operating facility counterpart and (are, are not) prepared to do so.

(If none, skip this section.) I have identified the following limiting factors and issues related to our ability to perform the mission and essential functions of our primary operating facility counterpart. They are as follows:

- (List limiting factors and issues based on the disaster situation)

This concludes the status report for the Early Childhood Services Bureau. Thank you.”

The Devolution Director will return overall organization responsibility to the Early Childhood Services Bureau offices once the Early Childhood Services Bureau reports it is at a full operational capability during a DERG Status Call.

Upon arrival at their devolution of operations sites, DERG members, available Early Childhood Services Bureau staff, and/or other support staff will:

- Report immediately to their respective devolution of operations site unless notified otherwise during the activation process. Some members may move into spaces normally used to support other responsibilities and begin to monitor the situation and prepare the areas for the arrival of the remaining DERG members;

- Prepare Emergency Child Care Center for Rescue and Relief Workers.
- If activation occurs due to a pandemic influenza or similar scenario, the DERG members will activate and respond to the DERG alert in accordance with the pandemic influenza plan or guidance, which may include reporting to an alternate work location or using telework to perform essential functions;
- Begin to retrieve pre-positioned information and data and activate specialized systems or equipment;
- Call the assessment call number provided in the DERG notification message at the scheduled time to report the status of their organization’s operational capabilities ;
- Monitor and assess the situation that required the devolution of operations activation;
- Monitor and assess the status of personnel and resources as practicable;
- Continue to perform the Early Childhood Services Bureau’s mission and essential functions;
- Prepare and disseminate instructions and reports, as required and
- The Devolution Director will ensure that the appointed CCR&R maintains contact with the Early Childhood Services Bureau, all the Early Childhood Services Bureau CCR&R’s, other partner agencies, Federal, State and Municipal officials, tribal, and all other appropriate local organizations concerning the temporary relocation of the Early Childhood Services Bureau to the devolution sites.
- Notifications will be made about the devolution process to all interested partners. Public notifications about the Emergency Child Care Center for Rescue and Relief Workers, a status report on child care providers during an emergency, and information on child care relocation sites.
- Execute notification plans; including, the notification of the volunteer “guardians” to assist in staffing the Emergency Child Care Center for Rescue and Relief Workers. Damage assessment phone calls need to be made to the child care centers that are in operation during the disaster.

#### **4.4 PHASE IV: RECONSTITUTION**

Within 24 hours of the DERG’s assumption of the Early Childhood Services Bureau statutory authority and essential functions, the following individuals or their devolution of operations successors shall initiate and coordinate operations to assess, salvage, restore, and recover the Early Childhood Services Bureau primary operating facility after receiving recommendations and/or approval from the appropriate local and Federal law enforcement and emergency services:

- Bureau Chief, Early Childhood Services Bureau, Jamie Palagi
- Administrator, Human and Community Services Bureau, Linda Snedigar
- Director, Office of Economic Securities Services, Hank Hudson

Reconstitution procedures will commence when the Bureau Chief, Early Childhood Services Bureau or designated successor ascertains that the emergency situation has ended and is unlikely to recur. Once the appropriate Early Childhood Services Bureau representative has made this determination in coordination with other appropriate authorities, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the devolution of operations sites;
- Begin an orderly return to the Early Childhood Services Bureau primary operating facility and reconstitute the Early Childhood Services Bureau; and
- Begin to establish a reconstituted Early Childhood Services Bureau in some other facility in the Helena area or at another designated location.

Once the Bureau Chief, Early Childhood Services Bureau, or the designated successor decides that the Early Childhood Services Bureau staff can reoccupy the Early Childhood Services Bureau's primary operating facility, the Early Childhood Services Bureau staff will reestablish the Early Childhood Services Bureau following the reconstitution procedures written in the Early Childhood Services Bureau Continuity of Operations Plan. When the reconstituted staff, equipment, and documents are in place at the new or restored Early Childhood Services Bureau primary operating facility, the DERG members at the devolution of operations sites will return mission authority and essential functions to the reconstituted Early Childhood Services Bureau organizations and resume their previous missions and activities.

## **CHAPTER 5: SUPPORT REQUIREMENTS**

This section of the plan contains the primary regional office, or other office, as appropriate, staff augmentation assignments to provide additional staff to support the DERG to perform the Early Childhood Services Bureau mission and essential functions during a devolution of operations situation.

### **5.1 PERSONNEL COVERAGE PROCEDURES DURING DERG ACTIVITIES**

#### **5.1.1 PROCEDURES FOR COVERAGE DURING A DEVOLUTION OF OPERATIONS SITUATION**

- DERG members will immediately report to their assigned devolution of operations site (during duty and non-duty hours);
- During the DERG activation, the Devolution Director will determine if and when any remaining Early Childhood Services Bureau personnel will temporarily relocate to their counterpart's devolution of operations sites.
- The CCR&R's personnel comprise a majority of the DERG and they have each established MOU agreements with facilities in each community that they serve. These facilities can be used as devolution sites and as a place to set up the Emergency Child Care as applicable.
- To account for day-to-day operations once the DERG activates, CCR&R agencies around the state will assist the CCR&R agency that has been appointed as the devolution site as per designation by the Devolutions Director by assuming operational responsibility for the appointed CCR&R.
- Following activation and deployment of the DERG, the Devolution Director may request additional personnel from the Early Childhood Services Bureau and Child Care Licensing offices for augmentation and shift relief at the devolution of operations sites; and
- The Bureau Chief, Early Childhood Services Bureau, or the Devolution Director and the Administrator for the Human and Community Services Director or designated successor must agree upon all requests for augmentation of the DERG before deploying any personnel.

### **5.2 VITAL RECORDS MANAGEMENT**

The Management Analyst, Melody Olson, provides overall guidance and oversight for the protection of vital records to support the performance of the Early Childhood Services Bureau essential functions under any emergency or potential emergency. Categories of these types of vital records and databases may include emergency operating records and legal and financial rights records. Each office within the organization holds overall responsibility for

updating vital records and databases and for sharing all vital records and databases with their devolution counterparts. See Appendix B for the vital records and databases specific to each office.

### **5.3 PRE-POSTIONED INFORMATION**

Without appropriate planning, essential data maintained at the Early Childhood Services Bureau's primary operating facility may not be available to the DERG members at the devolution of operations sites. The Early Childhood Services Bureau offices will coordinate with their devolution of operations counterparts to update all databases and other reference material supporting the Early Childhood Services Bureau's mission and essential functions. All parties will make these databases and other supporting materials available by either pre-positioning them at the devolution of operations sites. The Early Childhood Services Bureau will have two emergency laptops with the back-up data stored on them. One lap top will be stored at the Early Childhood Services Bureau offices and the other lap top will be stored at the Child Care Partnership site in Helena. In addition to the laptops, two jump drives with the back-up data, will be stored with our out stationed employees in Missoula and Billings. Chauntel Luchier, Missoula MT, (406)329-1286 and Linda Kjorstad, Billings Mt, (406)657-2067.

### **5.4 CONTINUITY COMMUNICATIONS**

The Early Childhood Services Bureau offices and partner agencies must ensure that they consider any unique or critical information system requirements and identify all capabilities needed for their devolution of operations counterparts to perform their essential functions.

The Early Childhood Services Bureau offices and partner agencies will fully coordinate all telecommunications and information support requirements with the devolution of operations counterparts and the Management Analyst, Melody Olson. All offices will maintain and updated all necessary files, documents, computer software, and databases required to carry out essential functions at the devolution of operations site. See Appendix B for the continuity communications specific to the Early Childhood Services Bureau and the partner agencies.

### **5.5 TEST, TRAINING, AND EXERCISE PROGRAM**

The following actions are required to ensure that all personnel are ready and able to execute the Devolution of Operations Plan:

- Annual devolution of operations briefing to all Early Childhood Services Bureau ERG and DERG personnel involved in devolution of operations planning by the Child Care Program Manager, Renee Collinson.
- Annual testing of the Early Childhood Services Bureau active and passive Devolution of Operations Plan activation mechanisms;

- Annual training for the DERG members on their respective devolution of operations responsibilities and the requirements necessary to attain full operational capability;
- Annual testing and exercising of the Early Childhood Services Devolution of Operations Plan to address how the organization will identify and conduct its essential functions during a increased threat situation or in the aftermath of a catastrophic emergency from the devolution of operations sites; and
- At least quarterly updated by the Early Childhood Services Bureau office to their devolution of operations counterpart regarding day-to-day operations, issues, and any changes to essential function, vital records, orders of succession, or other continuity related items.
- Annual updated Emergency Preparedness Plans submitted to the Early Childhood Services Bureau from each CCR&R's.

All devolution of operations preparedness and training activities are documented in writing, including the dates of all TT&E activities and names of participating staff. The training documentation will be stored with the Program Management Plan for each CCR&R along with their emergency preparedness plans.

The Early Childhood Services Bureau's Corrective Action Program (CAP) supports the devolution of operations program to assist in documenting, prioritizing, and resourcing continuity issues identified during devolution of operations TT&E activities, assessments, and emergency operations. The Early Childhood Services Bureau CAP incorporates evaluations, after-action reports, and lessons learned from the cycle of events into the development and implementation of its CAP. The Early Childhood Services Bureau's CAP is maintained by the Child Care Program Manager, Renee Collinson and CAP documentation is found in the emergency preparedness file in her office.

## **5.6 SECURITY**

In accordance with the guidance and direction provided by applicable regulations and the Bureau Chief, the Early Childhood Services Bureau, will provide their counterpart DERG members with detailed information on the unique security requirements associated with the assumption of the Early Childhood Services Bureau's essential functions.

## **5.7 BUDGETING AND ACQUISITION**

The Early Childhood Services Bureau's budgets for and acquires those capabilities that are essential to devolution of operations. The ECSB Budget Analyst, Chris Hettinger, is responsible for acquiring resources during a devolution situation. The Early Childhood Services Bureau has established and maintains reliable processes and procedures for acquiring the resources necessary to continue essential functions and to sustain those operations for extended periods during a devolution of operations situation.

A list of those resources the organization has identified as necessary to facilitate the immediate and seamless transfer of essential functions and to the devolution site and the continued performance of these essential functions at the devolution site is located in Appendix B.

## **5.8 HUMAN CAPITAL**

### **5.8.1 DERG PERSONNEL**

People are critical to the operations of any organization. Choosing the right people for an organization's staff is vitally important, and this is especially true in a crisis situation. Leaders are needed to set priorities and keep focus. During a devolution of operations event, emergency employees and other special categories of employees will be activated by the Early Childhood Services Bureau to perform assigned devolution duties. One of these categories is the DERG members.

In respect to these DERG personnel, the Early Childhood Services Bureau has:

- Identified and designated those positions and personnel they judge to be critical to organization operations in a devolution scenario as DERG members. A roster of these positions is maintained by the Child Care Program Manager, Renee Collinson and is found in Appendix D. These personnel possess the skill sets necessary to perform essential functions and supporting tasks during a devolution of operations.
- Officially, informed all DERG personnel of their roles or designations by providing documentation in the form of a letter, which is signed and returned by the CCR&R. This ensures that DERG personnel know and accept their roles and responsibilities. Copies of this documentation are maintained by the Child Care Program Manager, Renee Collinson and are found with the Early Childhood Services Bureau Emergency Preparedness Plan which is located in the Emergency Preparedness folder in her office.
- Ensured DERG personnel participate in their organization's continuity TT&E program, as reflected in training records. Training records are maintained by the Child Care Program Manager and are stored with each CCR&R Program Management Plan with their individual Emergency Preparedness Plans.
- Provided guidance to DERG personnel on individual preparedness measures they should take to ensure response to a devolution event using the *Montana YIKES* manual and the *Nonstructural Mitigation for Child Care Centers Toolkit* and the Early Childhood Services Devolution of Operations Plan.

The Early Childhood continuity program, plans, and procedures incorporate existing organization-specific guidance and direction for human capital management, including guidance on pay, leave, work scheduling, benefits, telework, hiring, etc., authorities and flexibilities. The Bureau Chief and the Director of the appointed CCR&R agency are responsible for resolving human capital issues.

The Early Childhood Services Bureau Continuity Coordinator, Continuity Manager and Devolution Director work closely with the Bureau Chief to resolve human capital issues related to a continuity event. The Bureau Chief, or successor, serves as the Early Childhood Services Bureau human capital liaison to work with the Continuity Director or Continuity Manager when developing or updating the agency's emergency plans.

### **5.8.2 PRIMARY OPERATING FACILITY PERSONNEL**

During a devolution of operations scenario, personnel who work at the primary operation facility, including previously identified continuity personnel, are unable to perform Early Childhood Services Bureau's essential functions from the normal continuity facility. Depending on the situation that activates the devolution of operations plan, staff at the primary operating facility will need human capital guidance, particularly on issues of health and life insurance and leave and work schedules.

### **5.8.3 ALL STAFF**

It is important that the Early Childhood Services Bureau keep all organization staff, especially individuals not identified as DERG personnel, informed during a continuity event. The Early Childhood Services Bureau has established procedures for contacting and accounting for employees in the event of an emergency, including operating status.

- The Early Childhood Services Bureau employees are expected to remain in contact with their supervisor during the closure situation.
  - Each employee needs to call in to their supervisor at the beginning of their normally designated shift. If their supervisor cannot be reached the Bureau Chief can be called. A status check and duty assignments will be given during the call. The call is the only way that staff members can be counted as present for work and, therefore; if the call is not made the staff member will be counted as absent for the day.
- The Early Childhood Services Bureau ensures staff is aware of and familiar with human capital guidance in order to continue essential functions during an emergency. The Early Childhood Services Bureau uses the following methods to increase awareness:
  - The information will be presented in a staff meeting or in a web-ex session for all out stationed staff.

The Early Childhood Services Bureau has developed agency-specific guidance and direction for personnel on human-capital issues. This guidance is integrated with human capital procedures for its facility, geographic region, and the Office of Personnel Management (OPM). This guidance is maintained by (insert office/title) and is found at (Insert location). The Early Childhood Services Bureau has issued continuity and devolution guidance from human capital on the following issues:

- Additional Staffing (Insert information on the Guardian Program and the emergency back ground checks).

- Work Schedules and Leave: (Insert guidance here or location of guidance.)
- Employee Assistance Program: (Insert guidance here or location of guidance.)
- Special Needs Employees: (Insert guidance from special needs tool kit from governor's council).
- Telework: (Insert guidance here or location of guidance.)
- Benefits: (Insert guidance here or location of guidance.)
- Premium and Annual Pay Limitations: (Insert guidance here or location of guidance.)

Further, (insert office/title) communicates human capital guidance from emergencies (pay, leave, staffing, work scheduling, benefits, telework, hiring authorities, and other human resources flexibilities) to managers in an effort to help continue essential functions during an emergency. The process for communicating this information is as follows: (Insert communication method here).

**APPENDIX A: EARLY CHILDHOOD SERVICES BUREAU ESSENTIAL FUNCTIONS**

This appendix includes the list of the Early Childhood Services Bureau essential functions, prioritized within each office, which will devolve to the Devolution Emergency Response Group.

PRIORITY	ESSENTIAL FUNCTIONS
1	Activate the action plan for the emergency child care center for rescue and relief workers.
2	Assist municipal leaders and child care providers in facilitating Continuity of Care for the early childhood population who is affected by the disaster. Facilitation activities may include, but are not limited to; Dissemination of food, water, and healthcare to the disaster effected early childhood population and child care sites.
3	Activate emergency communication plan: roll call with ESCB staff, provider status reports; establishing need for assistance in early childhood community, initiate process of calling volunteer caregivers to help with the emergency child care center from the “Guardian Database. “
4	Initiate Parent Alert System. Alerting them to relocation facilities through PSA’s.
5	Payments made to child care providers for scholarships and food program.

## APPENDIX B: RESOURCE REQUIREMENTS

This section identifies the resources, equipment, and vital records, files, and databases needed to assume and continue the mission and essential functions for the Early Childhood Services Bureau when the need to devolve operations occur.

**Table 1: Vital Files, Records, and Databases**

<b>Vital File, Record, or Database</b>	<b>Form of Record (e.g., hardcopy, electronic)</b>	<b>Pre-Positioned at Devolution Facility</b>	<b>Hand Carried to Devolution Facility</b>	<b>Storage Location(s)</b>
<b>Early Childhood Services Continuity of Operations Plan</b>	electronic		×	<b>CC/Renee/Disaster planning/emergency plans</b>
<b>Early Childhood Services Devolution of Operations Plan</b>	electronic		×	<b>CC/Renee/Disaster planning/emergency plans</b>
<b>Early Childhood Services Bureau Delegations of Authority</b>	electronic		×	<b>CC/Renee/Disaster planning/emergency plans</b>
<b>Early Childhood Services Emergency Call lists</b>	electronic		×	<b>CC/Renee/Disaster planning/emergency plans</b>
<b>Early Childhood Services Devolution Agreements</b>	hardcopy		×	<b>Disaster planning file in Renee's office</b>
<b>Emergency Volunteer Database</b>	electronic		×	<b>Local CCR&amp;R's</b>
<b>Emergency Childcare Relocation Information</b>	electronic		×	<b>Local CCR&amp;R's</b>
<b>PSA's</b>	electronic		×	<b>CC/Renee/Disaster planning/emergency plans</b>
<b>MOU's</b>	hardcopy		×	<b>Disaster planning file in Renee's office</b>
<b>Emergency Child Care Intake Forms</b>	hardcopy	×		<b>Montana Yikes Manual</b>
<b>Emergency Transportation Forms</b>	hardcopy	×		<b>Montana Yikes Manual</b>
<b>Provider Database</b>	electronic		×	<b>CCUBS backup</b>

<b>for payment purposes</b>				
<b>Backed-up Contract, Scholarship and Financial Information</b>	<b>electronic</b>		×	<b>CCUBS backup</b>

**Table 2: Continuity Communications Employed by All Early Childhood Services Bureau Offices**

<b>VOICE</b>	<b>RADIO</b>	<b>DATA</b>
<ul style="list-style-type: none"> <li>● Public Telephone</li> <li>● Cellular Phones</li> <li>● Homeland Security Information Network (HSIN)</li> </ul>	<ul style="list-style-type: none"> <li>● National Radio System</li> </ul>	<ul style="list-style-type: none"> <li>● Early Childhood Services Bureau Data Network</li> <li>● National Emergency Management Information System</li> <li>● Local Area Network/Wide Area Network Connectivity</li> <li>● Homeland Security Information Network (HSIN)/ Common Operating Picture (COP)</li> </ul>

## APPENDIX C: DEVOLUTION OF OPERATIONS SITES

*The devolution site will be selected by the Bureau Chief or her successor based on the scope and location of the emergency*

CCR&R/ Child Care Partnerships	Mevis, Sheilah	901 N. Benton Ave, Helena MT 59601	406-443-4608	skmevis@childcarepartnerships.org
CCR&R/HRDC District 7	Roselli-Hust, Michelle	7 N 31 <sup>st</sup> St, Billings MT 59103	406-247-4732	mroselli@hrdc7.org
CCR&R/ DEAP Child Care Resource & Referral	Hicks, Becky	120 West Towne, Glendive MT 59330	406-377-4909	deaphiz@middrivers.com
CCR&R/ The Nurturing Center	Donohue, Eileen	146 3 <sup>rd</sup> Ave W, Kalispell, MT 59901	406-756-1414	info@nurturingcenter.com
CCR&R/ Child Care Connections	Jane Arntzen Schumacher	317 East Mendenhall, Suite C, Bozeman MT 59715-3684	406-587-7786	ccc@childcareconnections.info
CCR&R/ Family Connections	Hawn, Kim	202 2 <sup>nd</sup> Ave south, Suite 201, Great Falls, MT 59405	406-761-6010	kim@famcon.org
CCR&R/ HRDC District VI Child Care Link	Mann, Janet	300 1 <sup>st</sup> Ave. N, Suite 203, Lewistown MT 59457	406-535-7488	<a href="mailto:jmann@mt.gov">jmann@mt.gov</a>
CCR&R/ Butte 4C's	Hergott, Brenda	101 East Broadway, Butte MT 59701	406-723-4019	bhergott@butte4-cs.org
CCR&R/ District IV HRDC Child Care Link	Wilkins, Vicki	2229 fifth Ave, Havre MT 59501	406-265-6743	wilkinsv@hrdc4.org
CCR&R/ DEAP Child Care Resource and Referral	Tribby, Ann	220 Box Elder, Suite 151, Miles City MT 59301	406-234-6034	<a href="mailto:atribby@deapmt.org">atribby@deapmt.org</a>

CCR&R/ Hi-Line Home Programs, Inc	Thompson, Rick	605 3 <sup>rd</sup> Ave South, Glasgow MT 59230	406-228-9431	denise@hilinehomeprograms.org
CCR&R/ Child Care Resources	Rosenleaf, Kelly	127 East Main Street, Suite 314, Missoula MT 59807	406-728-6446	ccr@childcareresources.org

## APPENDIX D: DEVOLUTION COUNTERPARTS

To enable the efficient transfer of essential functions to the devolution site, each primary operating facility continuity member has a devolution counterpart. The corresponding positions are listed in the table below. The Child Care Program Manager has responsibility for maintaining current names, telephone numbers and addresses for the roster and updated the roster annually. A copy of the roster is found in the Emergency Preparedness file in her office.

Early Childhood Services Job Title	Early Childhood Continuity Personnel Name and Telephone Number	Devolution Emergency Response Group Counterpart
Bureau Chief, or Successor	Jamie Palagi 406-444-1828	<i>Will be</i> Devolutions Director - coordinating devolution efforts with disaster wide management efforts.
Bureau Chief, or Successor	Jamie Palagi 406-444-1828	CCR&R directors- Human Resources, site management, job assignments, performance assessments, trouble-shooting and volunteer management.
Child Care Program Manager	Renee Collinson 406-444-0309	CCR&R Trainers and Eligibility Staff not needed for child care intake– setting up emergency childcare center, and care of the children; volunteer caregivers will assist once they arrive.
ECSB Budget Analyst	Chris Hettinger 406-444-2803	Administrative staff- call area childcare providers that are open to assess damage to their facility, send out PSA's to Radio and support administration with tasks as needed. Make payments as necessary.
CACFP Manager	Mary Musil 406-444-2803	CACFP staff and licensing assist in the delivery of food and supplies to the child care centers. Work with Mike the Structural Engineer at Stahl regarding integrity of provider buildings and sanitarians to test viability of water supply.
Management Analyst	Melody Olson 406-444-2803	Eligibility Staff – child care intake and data security.

Administrative Assistant/LUP Specialist	Angie Rayfield 406-444-9120; will focus on volunteer acceptance process; emergency background checks for volunteers as needed.	Volunteers- perform necessary activities
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## APPENDIX E: ACRONYMS

<b>CAP</b>	<b>Corrective Action Program</b>
<b>CCR&amp;R</b>	<b>Child Care Resource and Referral Agency</b>
<b>CFR</b>	<b>Code of Federal Regulations</b>
<b>COG</b>	<b>Continuity of Government</b>
<b>COOP</b>	<b>Continuity of Operations</b>
<b>COP</b>	<b>Common Operating Picture</b>
<b>DERG</b>	<b>Devolution Emergency Response Group</b>
<b>DHS</b>	<b>Department of Homeland Security</b>
<b>DWG</b>	<b>Devolution Working Group</b>
<b>ECSB</b>	<b>Early Childhood Services Bureau</b>
<b>EO</b>	<b>Executive Order</b>
<b>ERG</b>	<b>Emergency Relocation Group</b>
<b>FCD</b>	<b>Federal Continuity Directive</b>
<b>FEMA</b>	<b>Federal Emergency Management Agency</b>
<b>FOC</b>	<b>FEMA Operations Center</b>
<b>HQ</b>	<b>Headquarters</b>
<b>HSIN</b>	<b>Homeland Security Information Network</b>
<b>HSPD</b>	<b>Homeland Security Presidential Directive</b>
<b>MEF</b>	<b>Mission Essential Function</b>
<b>NCR</b>	<b>National Capital Region</b>
<b>NEF</b>	<b>National Essential Function</b>
<b>NOC</b>	<b>National Operations Center</b>
<b>NSPD</b>	<b>National Security Presidential Directive</b>
<b>OPM</b>	<b>Office of Personnel Management</b>
<b>PMEF</b>	<b>Primary Mission Essential Functions</b>
<b>POC</b>	<b>Point-of-Contact</b>
<b>TT&amp;E</b>	<b>Test, Training, and exercise</b>
<b>WMD</b>	<b>Weapons of Mass Destruction</b>