Boys & Girls Clubs of Chaves & Lincoln Counties

Crisis Management and Emergency Response Plan

Building a Strong Foundation Together

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CRISIS RESPONSE PRINCIPLES

During any emergency, the following priorities shall guide all actions:

- Protect the safety of members, staff, and visitors.
- Contact emergency responders when appropriate.
- Maintain accountability of all members.
- Communicate accurate information according to the Communications Policy.
- Restore safe operations as soon as possible.

ANNUAL REVIEW AND LICENSING APPROVAL

In addition to BGCCLC's annual internal review, the emergency evacuation and disaster preparedness plan for each licensed site will be submitted to the licensing authority for annual approval. The CEO or designee will retain documentation of the submission, approval, required corrections, and the date the approved plan became effective.

CRISIS RESPONSE TEAM STRUCTURE

The following leadership structure shall be used during crisis situations:

- Program Director
  - Responsible for overall emergency response at the site.
  - Coordinates with emergency responders and communicates with executive leadership.
- Program Director Designee
  - Assumes leadership responsibilities if the Program Director is unavailable.
  - Assists with supervision and coordination of staff.
- Lead Staff
  - Ensures member supervision and safety.
  - Conducts headcounts and roster accountability checks.

Crisis team members must know their assigned roles and work together as a coordinated response team.

Crisis team members must be able to:

- Respond rationally and carefully to stressful situations.
- Act with confidence and think quickly.
- Follow directions.
- Work well in teams.
- Apply safety and first aid techniques.

All employees who meet applicable licensing requirements must obtain pediatric first-aid and CPR certification within three months of hire and must maintain current certification thereafter. Before a site is licensed, the site Program Director must hold current pediatric first-aid and CPR certification. During program operations and off-site activities, BGCCLC will ensure that personnel with current pediatric first-aid and CPR certification are available to respond immediately to an emergency.

Even though crisis team members have individual roles, they must always work together as a group.

GENERAL EMERGENCY PROCEDURES

In the event of a crisis situation (fire, weather event, major injury, power outage, bomb threat, or other emergencies), the Club will follow the procedures below.

Emergency contact information shall be maintained in the Employee Contact List.

Staff shall:

- Assess life and safety issues immediately.
- Provide immediate emergency medical care when appropriate.
- Call 911 and notify police, fire, or medical responders when required.
- Notify the Program Director or Program Director Designee immediately.
- Alert staff to the situation.
- Secure all areas to protect members and staff.
- Convene the crisis team to assess the situation and implement response procedures.
- Adjust schedules or activities as necessary to ensure safety.
- Implement evacuation procedures when required and avoid dismissing members to unknown care.
- Evaluate available and needed resources.
- Maintain accountability of all members. Staff shall carry or have immediate access to a current roster or attendance record and must conduct headcounts during program transitions.
- Notify parents or guardians as directed by leadership.
- Contact appropriate community agencies when necessary.
- Implement post-crisis procedures including completion of an Incident Report within 24 hours.

Basic duties common to all crisis situations include:

- Calling 911 when necessary. Although one individual may be assigned to this task, any staff member may call emergency services when needed without waiting for a directive.
- Securing the building or facility.
- Receiving instructions from the lead staff member.
- Communicating alert signals to team members using the following codes:
    - Fire: “CODE SALSA, CODE SALSA, CODE SALSA.”
    - Medical: CODE BLUE (area where the emergency is occurring).
    - Lockdown: “ROSA, PLEASE COME TO THE (AREA OF THREAT), ROSA TO THE (AREA OF THREAT) PLEASE.”
- Acting as liaison with police or emergency authorities.
- Reporting all communications with police or authorities back to the CEO.

EMERGENCY COMMUNICATION PROCEDURES

All crisis-related communications shall be conducted in accordance with the organization's Communications Policy.

When an emergency affects a facility, program group, or multiple children, BGCCLC will prioritize child protection, supervision, accountability, and communication with emergency responders. BGCCLC may send direct text messages to families who have given permission to receive texts and will use official social-media channels for general emergency updates. Individual telephone calls will be made when staffing, time, and conditions safely allow. When an emergency involves only an individual child, the first communication priority is to call that child's parent or guardian and authorized emergency contacts. Child-specific or confidential information will never be posted on social media. For planned closures, BGCCLC will post signs at the front of the Club and provide notice through official social media; planned-closure text messages will not be sent.

- During emergencies, only authorized spokespersons may communicate with reporters, insurance investigators, parents, family members, or other external parties.
- Staff must refer media and external inquiries to the designated spokesperson identified in the Communications Policy or attached addendum.
- Staff must not provide public statements unless authorized.

During an actual crisis, the Club will follow the communication procedures below:

- Notify the crisis management team.
- Remind staff, board members, and volunteers not to speak with reporters and to refer all media inquiries to the designated spokesperson.
- Inform supervisors and other responsible individuals if they have not already been notified.
- The CEO or designee will provide directions on communications with parents.
- Reassure members and parents or guardians without making statements regarding unconfirmed details.
- Work diligently to return to normal operations as soon as safely possible.
- Executive leadership will inform BGCA, board members, and other stakeholders as necessary.

Staff must remember not to speak to the media unless authorized.

CRISIS MANAGEMENT GUIDELINES

The Club maintains emergency procedures covering major unexpected events that may disrupt services.

- All facilities are protected by fire and security systems.
- All employees receive crisis management training.
- In emergencies requiring police, fire, or medical assistance, staff should call 911.
- All questions from outside parties should be referred to the designated spokesperson listed in the policy addendum.
- Exit doors must always remain unobstructed and operational.
- Outside assembly areas are designated for evacuations.

When an accident occurs:

- An adult staff member must remain with the injured individual.
- Remove all members from the immediate area.
- Keep the area clear for emergency responders.

The staff-in-charge will be notified immediately and will direct staff to:

- Ensure the safety of all members, guests, and staff.
- Control injuries so they do not become worse.
- Notify the appropriate emergency authorities.
- Limit damage to facilities and equipment after-safety issues have been addressed.

LEAD STAFF RESPONSIBILITIES DURING A CRISIS

The Program Director or Program Director Designee serves as the lead staff member for each Club during emergencies.

Responsibilities include:

- Maintaining a staff roster with emergency contact information.
- Determining whether a facility should remain open or close during a crisis based on the following criteria:
- No threats to individual lives exist.
- Operating conditions are safe and healthy.
- Staff and resources are adequate to serve members.
- Approval has been given by appropriate authorities.

If the building cannot be occupied:

- Staff and members should move to the nearest safe public facility.
- Staff should leave a notice on the building explaining where they have relocated.

Leadership notification order:

- CEO
- CEO or designee
- Board President (notified by CEO)

In cases of serious misconduct that endangers members:

- The staff-in-charge may immediately suspend the staff member involved or volunteer.

Following traumatic events:

- A psychological debriefing is recommended within 48 hours.

Support resources include:

- Roswell: Chaves County CASA or La CASA Behavioral Health
- Ruidoso: Local counseling services
- Hagerman: Chaves County CASA or La CASA Behavioral Health

First aid and emergency supplies must be inventoried regularly to ensure adequate availability.

READINESS FOR FIRE OR OTHER HAZARDS

To ensure preparedness for fire or other hazards, the Club shall:

- Conduct evacuation drills monthly and record the date and time.
- If applicable, notify the alarm company prior to drills.
- In Ruidoso, due to the alarm system affecting multiple agencies in the building, staff should practice procedures without activating the alarm and document the drill.
- Post emergency phone numbers near all telephones
- Post evacuation plans and exit routes in all rooms.
- Treat drills as if they were real emergencies.
- Ensure facilities comply with fire safety codes including exits, sprinklers, and smoke detectors.

Consultation with the State Fire Marshal, local fire department, or fire protection professionals may be used to evaluate compliance with fire safety standards.

FIRE DRILL CHECKLIST

- If the fire alarm is activated, all members, personnel, and visitors, must exit the building.
    - Do not pull the fire alarm at the Ruidoso Club. The alarm is attached to the entire building, with multiple agencies. Go through the steps though and document.
- The employee at the membership desk will call out over the radio "CODE SALSA, CODE SALSA, CODE SALSA".
- All Staff will make sure that all members stop activities immediately and prepare to evacuate the building.
- Prevent all running or pushing during the drill.
- No personal belongings shall be taken with anyone.
- Ensure the door is closed after all have exited the room.
- The employee at the membership desk is responsible for obtaining the updated member list that will be in a binder at the front desk with emergency contacts and reporting to the designated evacuation site.
- Go out the closest exit leading to the evacuation places.
- After reaching the designated evacuation site, the lead staff member will check the Fire Drill report to be certain that every member, volunteer, and staff are accounted for.
- The staff will remain with the group during the fire drill period.
- Members participating in activities outside the Club will go to their previously designated areas.
- It is the responsibility of the Lead Staff, or crisis team leader, inform emergency crews if any staff, volunteer, or member is missing.
- Clear Code for Fire: "All Clear"

Fire Drill Binder

- Record of the monthly fire drills with relevant times and information (evacuation time, time until you are notified that the system has communicated with your service provider, and a layout of the evacuation plan and staging area for fire evacuations.)
- Maintenance of fire alarm or protection equipment that is done yearly (including the fire alarm system, kitchen hood cleaning and suppression maintenance)
- Record of yearly fire extinguisher training with staff and employees, including those certificates that were issued for such training.
- Maintenance list which shows the vent hood and includes additional inspection of the fire suppression system. This should occur every 6 months by a professional cleaning service that will tag it.

FIRE, GAS LEAK, EXPLOSION OR BOMB THREAT

In the case of a fire, gas leak, explosion or bomb threat in the Club, the main priority should be the safety of the members, staff, and volunteers. Each Club needs to develop its own customized plan for responding to a disaster of this type, but Club leaders and crisis team members should consider including the following kind of items in their crisis plan:

- Evacuate. In the event of a bomb threat, the first priority is to evacuate immediately. If it is safe to do so, supervise an orderly evacuation of all rooms in the Club to a pre-designated area.
- If a fire occurs, leave the building by the safest possible exit, including the windows, if necessary. In the case of a gas leak or fumes, open doors or windows or go outdoors immediately.
- Complete a roll call. To quickly ensure that all individuals are accounted for, compare the roll call of evacuated members to a complete and up-to-date Fire Drill Report in Vision. This may not be possible in major events. Staff members should always know the number of members they are responsible for at any given time.
- Lead Staff call the authorities. Call the appropriate authorities immediately upon notification of a fire, gas leak, explosion, bomb threat or other dangerous situation in the building

EVACUATION PLACES

- **Ruidoso**
  - Main location,
    - go over to the fence by Magistrate Court Building
- **Roswell**
  - Main location
    - Go to the side of the baseball fields.
  - Secondary location
    - Go to the back fence of the playground area.
- **Hagerman**
  - Across the street at the football field

LEAD STAFF FOR THE CRISIS SITUATION IN THE BUILDING

- Follow the Crisis Management Guidelines for Communicating with parents.
- Remain in the evacuation area. Keep all Club and staff members in the designated evacuation area until law enforcement officials indicate that it is safe to re-enter the building. If necessary, remain there until parents can retrieve their children. (Remember, parents should be notified in advance of where the evacuation areas and emergency cell phone number to get critical information.) Do not leave the evacuation area until all members have been retrieved.
- Report details to authorities. In the case of a bomb threat, if it is at all possible to do so, the person receiving the call should record the contents of the conversation; record the date, time, any names or phone numbers that appear on the caller id. the call was received; try to discern any background noises and sounds; determine if the caller is male or female; record any unusual voice characteristics and keep the caller on the line as long as possible.

SUSPICIOUS PACKAGE OR OBJECT

If a suspicious package or unidentified object is discovered on Club property, staff must treat the situation as a potential safety threat and follow the procedures below.

Indicators of a suspicious package may include:

- Unknown sender or no return address
- Unusual odors, stains, or leaking substances
- Excessive postage or unusual labeling
- Wires, ticking sounds, or protruding materials
- Packages left unattended in unusual locations
- If a suspicious package or object is discovered:
    - Do not touch, move, open, or attempt to investigate the item.
    - Immediately move members, staff, and visitors away from the area.
    - Notify the Program Director or Program Director Designee immediately.
    - The Program Director or Program Director Designee will call 911 and report the situation.
    - Secure the area and prevent anyone from approaching the item.
    - Follow instructions from law enforcement and emergency responders.
    - Evacuate the building if directed to do so.
- All communication regarding the situation must follow the Communications Policy.
- After the incident, leadership will ensure that an Incident Report is completed.

THREATENING PHONE CALL

In the event that a threatening phone call is received, staff must remain calm and follow the procedures below. All threats must be taken seriously.

- Remain calm and keep the caller on the line as long as possible.
- Attempt to gather as much information as possible from the caller.
- Note the time of the call and any information provided by the caller.
- Record any background noises, voice characteristics, or other unusual details that may help identify the caller.
- Do not argue with the caller or make threats.
- Notify the Program Director or Program Director Designee immediately.
- The Program Director or Program Director Designee will call 911 and report the threat.
- Follow the direction of law enforcement and emergency responders.
- Take appropriate safety precautions as directed by leadership or emergency personnel.
- All communication regarding the incident must follow the Communications Policy.
- After the incident, leadership will ensure that an Incident Report is completed and filed according to organizational procedures.

EMERGENCY CHECKLIST

- Assess life/safety issues immediately.
- Provide immediate emergency medical care.
- Call 911 and notify police/rescue first.
- Call the response person from the list below:

MEDICAL EMERGENCY

- **Medical Emergency Code Phrase**
  - CODE BLUE (AREA WHERE THE EMERGENCY IS OCCURING)
- **Medical Emergency All Clear message:**
  - "ALL CLEAR" (AREA WHERE THE EMERGENCY OCCURRED)

BROKEN LIMB, SEIZURE, HEAD INJURY, HEART ATTACK

The following guidelines apply in the case of a broken limb, seizure, head injury or heart attack of a member:

- Call 911 immediately and request medical support by telephone until the ambulance arrives. Ask for specific medical procedures to follow in the meantime.
- Make sure the crowd is monitored, and all other members are taken out of the location.
- Lead staff contact the parents or other family members.
- Provide all pertinent information to the emergency medical staff when they arrive.
- Lead staff calls the media team to handle the media.

INFECTIOUS DISEASE OUTBREAK

All staff members should be trained in and familiar with the following procedures to follow if there is a suspected case of infectious disease at the Club:

- Alert other staff members to the situation; let them know if movement of Club members within the facility must be stopped.
- Lead staff will contact emergency medical.
- Lead staff will contact the parents or immediate family of Club members affected.
- Provide all pertinent information to the emergency medical staff when they arrive.
- Lead staff will notify the Club's administrative office of the outbreak.
- Lead staff will notify the appropriate outside agencies of the outbreak.
- Infectious disease that a child must be sent home:
  - Ringworm
  - Lice
  - Chicken pox
  - Vomiting
  - Fever
- Follow the Sick Child Procedures Policy as to when a child is allowed to come back to the Club.

LOCKDOWN PROCEDURES

PURPOSE: Outside threat to members or staff. Examples are:

- Threats made against staff or members.
- Trespasser
- Shooting
- Disturbance in front of building
- Custody situation.

NEEDED ITEMS: (Items will be located in designated rooms)

- Copy of Member contact info.
- Emergency book.
- A sign is put on the front door stating we are closed.
- Emergency First Aid Kit
- Hand crank flashlight for all adults
- Hand crank radio
- Kitty litter for potty
- Bucket Potty with toilet paper.

CODE PHRASE:

"ROSA, PLEASE COME TO THE (AREA OF THREAT), ROSA TO THE (AREA OF THREAT) PLEASE"

YDP'S:

- Immediately account for all members in your group. Once the counts have been done, report over the radio to management. Report to Creation Station or Teen Room in Ruidoso, the Game Room in Roswell, and the STEM room in Hagerman and do another count.
- Once everyone is accounted for, help move tables close to the door.

Program Director Designee:

- Turn off lights in the building.
- Lock the front door
- Put a sign on the front door, WE ARE CLOSED TODAY.
- Help YDP's to get kids settled and engaged in tablets.

Program Director:

- If 911 needs to be called, do so now and let them know you are in a LOCK DOWN and secure.
- Verify all members and staff are accounted for and in respective rooms depending on Club.
- Get the emergency bag and medication box.
- Lock all doors.
- Push tables and stack chairs against doors that are inward opening doors to prevent excessive noise.
- Help remind members not to talk and move around as little as possible.
- All lights go out and use flashlights only.
- Move around as little as possible.
- Students go to the bathroom in the storeroom next to Creation Station in Ruidoso, the Art Room in Roswell, or the Art Room in Hagerman to use bucket potty if necessary.
- A LOCKDOWN stays in effect until notified by local police it is all clear.

BEING PREPARED FOR A NATURAL DISASTER

Although there is nothing anyone can do to prevent a natural disaster, Clubs can be better prepared to respond in the event of a disaster by completing the following activities on a regular basis.

- Conduct internal and external hazard assessments of the facilities; pay particular attention to the storage of heavy and breakable items or items that may move or be thrown easily, causing damage or injury.

- Make sure appropriate staff members receive CPR and first aid training and that the training is updated regularly.
- Train staff members in preparedness for natural disasters by ensuring that everyone is able to identify:
    - safest place in each room
    - The location of all exits
    - The location of utility shuts off valves.
    - Storage site for emergency supplies and equipment
    - Procedures for evacuation
    - Evacuation routes and sites.
- Teach staff and Club members to protect themselves by using sturdy tables or desks whenever possible, to stay away from glass windows and to keep their heads covered with their hands.
- Conduct disaster drills twice annually to make sure that everyone is familiar with the procedures and that they can be implemented easily.

TORNADO OR EARTHQUAKE

Advance notice of such natural disasters such as tornadoes or earthquakes can give Clubs time to prepare for an emergency. Because these disasters can strike without warning, Club leaders and crisis team members have found it safer to design a systematic disaster response. The following guidelines suggest key components:

- Remain calm and reassure Club members.
- Take members to a designated safe area as soon as possible. It is important to closely supervise all individuals; keep them together in groups and away from dangerous places.
- Assess the medical condition of all members. Provide first aid as needed.
- Turn on the radio and listen for instructions from public safety agencies.
- Don't use the telephone except for emergency use.
- Write the names of the adult who retrieves members next to the name on the fire drill. Do not leave the evacuation or the safe area until parents or guardians have retrieved all members.

Flood

We understand that flooding can develop quickly and impact road safety. For that reason, we will act proactively to ensure families have time to make necessary arrangements.

What to Expect:

- Severe weather or imminent threats to safety or life alerts: When an alert is in effect, the Club will not open or will close early if the alert is issued during Club hours.
- If the Club Is Already Open: If a flood warning is issued while the Club is open, we will immediately notify parents and guardians and request that children be picked up within 30 minutes to one hour, depending on road and weather conditions.
    - If a parent or guardian cannot arrive within this time frame, they must contact the Club immediately to communicate their estimated arrival time or alternate arrangements.
    - If we do not receive any communication within one hour, the Club will notify emergency services to ensure the child and staff's safety and arrange for pickup.
- Reopening: The Club will reopen once local authorities have deemed it safe and access to the facility has been restored.

Fire

We recognize that fires, especially wildfires, can pose immediate and serious threats to safety, often impacting air quality, road conditions, and evacuation routes. In these situations, the Club will act quickly to ensure the safety of all members and staff, and to give families time to make necessary arrangements.

What to Expect:

- Severe Weather or Emergency Alerts: If a Wireless Emergency Alert (WEA) or other official notification indicates an imminent threat from fire (including evacuation notices or hazardous air quality warnings), the Club will not open or will close early if the alert is issued during operating hours.
- If the Club Is Already Open: If an alert is issued while the Club is open, we will immediately notify parents and guardians and request that children be picked up within 30 minutes to one hour, depending on fire proximity and road safety conditions.
- If a parent or guardian cannot arrive within this time frame, they must contact the Club immediately to communicate their estimated arrival time or alternate arrangements.
- If we do not receive any communication within one hour, the Club will notify emergency services to ensure the child's and staff's safety and arrange for pickup.
- Reopening: The Club will reopen once local authorities confirm it is safe to do so, and access to the facility is restored.

Brownout (High Wind/Dust Storm Conditions)

In the event of a brownout—defined here as a severe wind or dust storm causing limited visibility due to blowing dirt and debris—the Boys & Girls Clubs of Chaves & Lincoln Counties will take proactive measures to ensure everyone's safety.

What to Expect:

During Club Hours: If a brownout occurs while the Club is open, we will monitor conditions closely. If visibility becomes severely limited, travel is unsafe, or air quality is compromised, the Club may close early. Families will be notified immediately and asked to pick up their children as soon as it is safely possible.

- Before Opening: If a brownout is in effect before the Club opens, or is forecasted to occur, the Club may delay opening or remain closed for the day, depending on the severity of the storm and road/travel safety.
- Reopening: The Club will reopen once conditions improve, visibility is restored, and it is safe for staff and members to travel and be on-site.

Power Outage

In the event of a power outage, the Club will evaluate the situation promptly to determine the potential impact on safety, comfort, and operations. If the outage is expected to last longer than 20 minutes, the Club will take proactive steps to ensure the well-being of all members and staff.

What to Expect:

- Monitoring the Situation: The Club will monitor the local electrical company's website to assess the expected duration of the outage. If the outage is projected to exceed 20 minutes, the Club may close or delay opening.
- If the Club Is Already Open: If an outage occurs while the Club is in session and is expected to last beyond 20 minutes, we will notify parents and guardians immediately and request that children be picked up within 30 minutes to one hour, depending on safety conditions (such as temperature, lighting, or restroom access).
    - If a parent or guardian cannot arrive within this time frame, they must contact the Club immediately to provide their estimated arrival time or alternate pickup arrangements.

- If we do not receive any communication within one hour, the Club will notify emergency services to ensure the child's and staff's safety and arrange for pickup.

- Before Opening: If a power outage is active before the Club opens, the status will be assessed using the local electrical company's updates. If the outage is ongoing or expected to continue for an extended period, the Club may remain closed or delay opening.
- Reopening: The Club will reopen once power has been restored, and it is safe and appropriate for staff and members to return.

Preventing Violent Behavior

- Every Club is responsible for ensuring the safety of its members, their families, staff, and community members who use the Club's facilities, programs and activities. By faithfully following standard guidelines for the prevention of violence, Club leaders can ensure a positive and safe environment for all
- Communicate the Club's policy regarding weapons and violent behavior and the consequences for violating said policy to staff, Club members, parents, and the community. Make the policy available in writing and post it in a prominent location in the Club.
- Adhere to hiring procedures to ensure safety, by requiring reference checks of previous employers, police record checks, and driving-record checks on those driving Club vehicles.
- Maintain an atmosphere of respect, in which working relationships are characterized by dignity and equitable treatment, where there is opportunity for participation, challenge, and advancement. Where employees receive support, recognition, and appreciation for a job well done.
- Supervisors must train their Club staff and members with all skills necessary to resolve conflicts and communicate effectively. Teach members how to manage their anger, solve problems through smart choices, and be sensitive to other people's feelings. In addition, Supervisors must train their staff in the following areas:
    - Recognize early warning signs of potential violent behavior.
    - Being alert to child abuse and neglect
    - Indicators of physical abuse
    - Indicators of neglect and emotional abuse
- Foster positive relationships and good communication skills to keep staff informed about potential problems and to help them resolve difficult situations.
- Be aware of conflicts between individuals and groups of individuals. Identify and address threatening behavior and be aware of individuals who have a history of unruly conduct.
- Post rules clearly to reinforce appropriate behavior. Prohibit members from congregating in areas where they are likely to engage in rule-breaking or intimidating and aggressive behaviors.
- Respond immediately to all complaints or concerns from community residents, parents, or Club members about disruptive individuals. **TAKE ALL THREATS SERIOUSLY AND TAKE APPROPRIATE ACTION.**
- Never leave members alone on Club property, including the parking lot after closing. Staff will follow the Late Pickup Policy. If late-pickup procedures result in transfer of a child to law enforcement or another authorized agency, employees will continue documented attempts to contact the parent, guardian, and emergency contacts. BGCCLC will not post a public note identifying the child or disclosing where the child was taken. A copy of the Late Pickup Policy must be posted where parents can see it.

EARLY WARNING SIGNS OF POTENTIALLY VIOLENT INDIVIDUAL

It is not always possible to predict behavior that will lead to violence. However, staff members-and sometimes Club members-can recognize certain early warning signs. None of these signs alone is sufficient for predicting aggression and violence; a good rule of thumb is to assume that when they are present in combination, they may indicate a need for further analysis.

- Social withdrawal
- Excessive feelings of isolation and being alone
- Excessive feelings of rejection
- Being a victim of violence
- Feelings of being picked on and persecuted.
- Low school interest and poor academic performance
- Expression of violence in writings and drawings
- Uncontrolled anger
- Patterns of impulsive and chronic hitting, intimidating and bullying behaviors
- History of discipline problems
- A history of violent and aggressive behavior
- Intolerance for differences and prejudicial attitudes
- Drug use and alcohol use.
- Affiliation with gangs
- Inappropriate access to, possession of and use of firearms
- Serious threats of violence

BEING ALERT TO CHILD ABUSE OR NEGLECT

All Boys & Girls Clubs of Chaves & Lincoln Counties Staff are required to report child abuse and/or neglect per the Child Abuse Prevention Policy. There are several steps Club leaders can take to help staff members be alert to - and prevent - child abuse or neglect of members:

- Recognize the indicators of abuse. Club leaders and staff need to be trained to recognize the physical and behavioral signs suggesting that a child may have been abused or neglected. It is important to remember that not all children with symptoms indicating abuse have been abused; there are other explanations for some indicators of abuse. When no plausible explanation for a child's injuries exists or when a child's behavior undergoes dramatic changes, abuse may be the cause and should be considered. Some indicators of abuse or neglect are:
    - Physical Abuse Indicators - unexplained bruises and welts, fractures, lacerations, or abrasions that are not typical of the normal wear and tears of childhood.
    - Behavioral Abuse Indicators - wariness of adult contact, apprehensiveness when other children cry, fear of parents, fear of going home, reports of injury by parents or another caregiver.
    - Physical Neglect/Emotional Indicators - consistent hunger, poor hygiene, inappropriate dress, consistent lack of supervision, unattended physical problems or medical needs, abandonment, speech disorders, delays in physical development, failure to thrive.
    - Behavioral Neglect/Emotional Indicators - begging, stealing food, extended stays at the Club, constant fatigue, or listlessness, delinquency, reports that there is no caretaker, little or no ability to concentrate, habit disorders, conduct disorders, neurotic traits or reactions, behavior extremes, social withdrawal, introversion, developmental delays, promiscuity or runaway behavior, drug abuse, attempted suicide, age-inappropriate behavior.

- Develop a code of conduct policy that prohibits any type of corporal punishment and forbids behavior that might endanger a child. Club policies state in writing that any activity that is abusive to a child will be dealt with immediately, and if criminal in nature, will be reported to the authorities for disposition.
- Limit opportunities for abuse. Clubs can limit opportunities for child abuse by adopting the following safety procedures:
- Avoid isolation. Club administrators should ensure an adequate staff-to-child ratio, and limit situations in which an adult and a child are alone together. Ensure that at least two adults attend field trips and outings - possibly more, depending on the size of the group.
- Ensure transportation safety. ***Under no circumstances should one staff member be alone with a member per the One-on-One Contact Policy. There should always be two staff with one member or two members with one staff***.
- A strict schedule needs to be enforced, and the driver must be prohibited from making unauthorized stops with children in the vehicle.
- Control contact with family members of staff. Limit access to children by the family members of paid staff and volunteers unless they have been screened and are under the direct supervision of other staff.

CHILD ABUSE OR NEGLECT

Club personnel are required by law to report cases of suspected child abuse or neglect Child abuse is an injury or pattern of injuries to a child that is not accidental; neglect is the failure to provide for the basic needs of the child when resources are available. The best response to the suspicion of abuse or neglect includes the following steps:

Every employee and volunteer who knows or reasonably suspects that a child has been abused or neglected must personally and immediately report the concern to CYFD, local law enforcement, or the appropriate tribal authority when applicable. The reporter must not investigate, attempt to prove the allegation, conduct a detailed interview, confront the alleged offender, delay the report for supervisory approval, or rely on another person to make the report. Employees may listen calmly, obtain only the minimal information needed to protect the child and make the report, avoid leading questions, preserve relevant information, and ensure immediate safety. After making the external report, the reporter must immediately notify the Program Director and CEO or designee unless doing so would create a safety concern or compromise the report or investigation. BGCCLC will cooperate with authorized investigators and complete required ECECD and BGCA notifications.

SUICIDE RESPONSE

The suicide response is a written procedure in place for how to handle crisis with either staff or member.

- Take all talk of suicide seriously.
- If the staff member does not feel comfortable with talking to the staff or member about suicide, they can have the staff or member talk to someone by calling 988.
- Actively listen to what the staff or member is saying.
- Directly ask if the staff or member is considering suicide and if they have a plan.
- Stay with the staff or members at-risk. **NEVER** leave them alone, even for a minute.
- Contact direct supervisor to assist you in making calls to local resources on the staff or members' behalf and to contact parents.
- If the staff or member at-risk is not willing to safely access a mental health resource with staff, family, or friend if it is a staff member, or a parent or guardian for a member and/ or is self- injurious, then call 911 for help.
- Responding staff members are required to fill out an incident report and provide it to the supervisor on site.

PREVENTING ABDUCTION OR A MISSING CHILD

The following are some of the steps Clubs can take to prevent - or be alert to - abduction or a missing child:

- Notify parents of their responsibilities. Ensure that parents fully understand their role in keeping their child safe. Use the new member orientation to inform members and parents of Club procedures and policies regarding safety.
- Communicate clearly to parents that it is their responsibility to inform the child to stay at the Club.
- Check ID of individual picking up the member to make sure they are on the list.
- An authorized parent or guardian who lacks photo identification may use the safe word only once during a seven-day period beginning on the date of use. A person who does not satisfy identification and authorization requirements will not receive the child.
- If the individual picking up the member does not have an ID or know the passphrase, we cannot let the member leave with the individual.
- Supervisors need to teach staff members group supervision techniques. Encourage staff members to work in pairs or with a partner and train them in effective techniques for supervising a large group.

BE ALERT TO INDICATORS OF ABDUCTION

When a child has been abducted by either a family or a non-family member, the abductor will often attempt to conceal the child's origin, sometimes by tricking or coercing the child into keeping his or her identity secret. Indicators that a child may have been abducted include:

- Statements by the child that he or she once had a different name.
- Vague or contradictory statements about custody arrangements
- Frequent moves
- Attempts to alter a child's appearance, such as dying or cutting their hair.

MISSING CHILD OR ABDUCTION

A member of the Club is regarded as missing if:

- He or she leaves without a parent or guardian and does not have permission granted by the parent or guardian in Vision to check themselves out.
- He or she leaves with a parent or guardian, but did not check out via the front desk and Member Tracking System

In the case of missing children, Lead Staff advise staff members to act immediately:

- Search for the child. Remember that the other members must continue to be adequately supervised.
- Notify the Club and police the child is not found within 10 minutes after the designated time of departure.
- Inform the Club' s administrative office of the events and the pertinent facts.
- Lead Staff communicates with parents. Notify the child's parents and request their assistance. Suggest they file a missing person report and ask them to call you as soon as the child is found. Assign a lead staff member to work with the parents to provide additional information or follow-up assistance as needed.

INTERVENTIONS

RESPONDING TO CRISIS SITUATIONS

Effective response to an act of violence within the Club - including intruders, the threat of violence or an actual shooting, stabbing or assault - requires thorough familiarity with specific procedures. By periodically reviewing

the following course of action, Club leaders and all staff members can contain a threatening incident and regain control as swiftly and safely as possible:

- Contact the police immediately. If you are not able to do so, use the agreed-upon signal to alert another staff member or crisis team member to place the call. To notify staff of an emergency use the Alert language in each section on the walkie talkies.
- Maintain visual contact with the offender and be prepared to report your observations to the staff-in charge or the police if they are called.
- Ask the disruptive person to accompany you to an area away from other members. Do not persist if the individual is not cooperative.
- Clear all members from the immediate area if the offender is unwilling to accompany you elsewhere.
- Never attempt to physically disarm an armed individual. Remove others and yourself from the range of the weapon.
- Do not use force as a response to violent behavior. Consider it the last choice of action and only use it to protect members and staff from serious bodily harm.
- Allow the police to remove a severely disruptive person who refuses to cooperate.
- Direct staff to ensure the safety of all members until the police arrive.
- Provide the police with a copy of the Club floor plan. If the crisis warrants, let police officers know the location of all entrances, exits, closets an intruder may hide. Report the incident to the CEO or designee by phone, as soon as possible following the resolution.
- Contact the parents or guardians of members directly involved and inform them of their child's behavior.
- Prepare a written report of the incident and a written log or record of any follow-up actions and submit the report to the CEO or designee as soon as possible after the incident. Include names and phone numbers of witnesses and staff.

FIELD TRIP/OFFSITE INSTRUCTIONS

INSTRUCTIONS FOR WALKING TRIPS

- The staff to member ratio is 1 staff to every 10 members. Must have a minimum of two staff members.
- When two staff accompany a group, typically one leads and the other walks at the rear.
- If one staff member organizes an outing, he or she can best ensure the group's safety by remaining at the rear and instructing members to stop at each intersection.
- To keep Club members from wandering off, take roll call before departing and check the head count throughout the day during field trips.

INSTRUCTIONS FOR BUS TRIPS

- Routine practice includes taking a roll call after members enter the bus, before departing and before returning.
- If teen members are allowed to leave the adult supervisor, they should be given explicit instructions on when and where to meet.
- Tell members to always stay with a partner, called the "Buddy System"

Promoting Transportation Safety

- The safety of members when they are being transported in Club-owned vehicles is paramount. When using Club-owned vehicles the following guidelines can help ensure safety:
- Make sure that all drivers are properly insured and have the proper licensing. It is also important to periodically check each driver's driving record prior to allowing him or her to transport Club members in aClub-owned vehicle.
- Check vehicles carefully before each trip to make sure that everything is in working order and meets safety guidelines. Report any problems immediately to the CEO.
- Be prepared for an emergency by making sure there are copies of accident forms- as well as a cell phone and emergency flares - in case an accident occurs.
- Strictly obey all safety precautions and laws. Enforce bus rules, stopping if necessary to ensure orderliness and safe conduct of passengers. Always drive defensively and always keep in mind that large vehicles such as buses are slow moving and require more response time and greater space in dealing with emergency situations. Drivers should drive in the slow lane when on the freeway, and refrain from hurrying, even if they are late.
- Vehicle Drivers should practice evacuation procedures at least twice a year in a local parking lot.
- Vehicle Driver will pass a mandatory skills test & safety training prior to be authorized to drive Club vehicles.

VEHICLE PROCEDURES

- All drivers must be trained in the operations of vehicles by a driving test that is approved by the ***CEO.***
- When coming to pick up a vehicle, please allow enough time as staff may be busy.
- When vehicle is used, you must make sure you receive:
  1. Vehicle log
  2. First Aid Kit
  3. Keys
  4. Insurance and registration
  5. Child check list
- Check the vehicle condition prior to driving and make sure you have received all items. Notify the administration of any problems immediately.
- When returning the vehicles you must sign the vehicle back in, and return the keys, vehicle log and first aid kit.
- No food or beverages are allowed in the vehicles without permission from the ***CEO.*** You are responsible for all garbage and cleaning of the vehicles.
- ***No texting or use of cell phones while driving the vehicle:*** .
- If the vehicle will not be returned until after the administration building is closed, keys must be turned in by the start of the next shift on the next business day. The staff member needs to let management know that they still have the keys in case they are sick, or the keys need to be retrieved before the staff comes to work.
- If the van is needed before the staff's shift starts, staff needs to work with management to get the keys returned.
- In case of an emergency after administration office hours please call the ***CEO***.
- Failure to follow vehicle usage procedures can result in the loss of your use of Club vehicles.

BUS OR AUTO ACCIDENT

The steps to take for both minor and major accidents are the same; in the case of a major accident, however, the driver of the vehicle may have to ask passersby for help in evacuating the vehicle, setting out flares, contacting the police, etc.

The appropriate steps to follow are:

- Call for police and medical help immediately.
- Determine the extent of the injuries and prioritize the need for treatment.
- Calm Club members as much as possible by remaining composed. Try to remain calm and keep your emotions and voice under control.
- Begin emergency first aid as needed. Check for injuries and begin emergency treatment as needed; place an older Club member or another adult in charge of the uninjured passengers. If any passenger is not breathing, begin CPR immediately. Apply pressure as needed to slow bleeding from any major traumas. Do not move injured individuals unless they are in danger. Cover the injured parties with blankets for warmth.
- Call 911
- Keep everyone in their seats until the injured passengers can be removed, then evacuate the vehicle when it is safe to do so. Evacuate everyone onto the side of the road away from traffic. Seek assistance from passersby, if needed. Keep Club members in a safe place.
- Set out emergency flares. Enlist help from other drivers, if necessary.
- Obtain information on the other driver, if another vehicle is involved.
- Assist in the investigation of the accident when police arrive at the scene.
- Notify the appropriate entities: the Club, the State Police and/or the police.
- Arrange transportation back to the Club. Drive back to the Club after the police investigation is complete (if the vehicle is operable) or call the Club to arrange for another vehicle to pick up the passengers (if the vehicle is not operable).
- The driver needs to notify the Motor Vehicle Department about the accident.
- Complete an accident report and submit it to your **CEO**.

DEBRIEFING AND EVALUATION

MANAGING COMMUNICATIONS DURING AND AFTER A CRISIS POSTVENTION

Once a crisis has occurred and the immediate trauma has passed, Club leaders and crisis team members have the responsibility for communicating about the event to various audiences.

In the pre-planning stage, Club officials will no doubt have determined the roles and responsibilities of certain individuals in terms of crisis management. After an incident has occurred, the appropriate individuals should prepare to communicate with Board members, law enforcement officials, the media, parents or others.

UPDATING BOARD MEMBERS

As soon as possible after an incident has occurred, the CEO or designee, if the CEO is unavailable, needs to inform and keep the board members updated about the details and steps taken to resolve the situation. This is critically important, as Board members will be asked questions about the incident and if they are well informed, can serve as key spokespersons for the organization to various audiences.

PREPARING WRITTEN REPORTS

The **CEO** or designee should ensure that the appropriate staff person(s) involved files a critical incident report.

Staff members need to be accurate and truthful when completing incident reports and think carefully about how they describe the incident. This is vital because the report is a legal document that can be subpoenaed for use in court proceedings.

COMMUNICATING WITH PARENTS AND OTHER GROUPS

Unless Club officials have assigned the role to another individual, it is generally the responsibility of the CEO or designee to communicate with parents and families who were not involved in the incident, as well as with other constituencies such as staff members and the community at large.

INFORMING THE MEDIA

Follow the Communication Policy

Staff members must refer reporters, investigators, and media representatives to the Club's designated spokesperson. In rare cases in which a reporter appears unannounced or the designated spokesperson listed on attached agenda.

Remember that urgency is critical in today's environment of instant news. To the extent possible, important audiences such as Board members, parents, key donors and important community leaders should be notified directly by Club leaders about the situation before they hear about it on the 6 o'clock news or read about it in the newspaper.

HELPING CLUB MEMBERS DEAL WITH FEAR OR STRESS

Club staff and crisis team members should understand natural stress reactions and be prepared to help their colleagues and Club members deal with these reactions.

Direct or indirect involvement in a crisis or trauma tends to cause strong emotional or physical reactions, sometimes even shock, especially in a young person. In most instances, physical or emotional reactions to trauma surface immediately, but they can occur a few days or weeks after the traumatic event or crisis.

Although there is a myriad of symptoms that individuals can experience in response to a crisis, most often Club leaders should look for a significant change or disruption in the normal behavior of a young person.

The symptoms of stress may last a few days or a few weeks, depending on the severity of the crisis. To minimize or reduce the stress and its accompanying symptoms, Club leaders may want to follow these basic guidelines during the first 24 to 48 hours after a crisis:

- Structure Club members' and staff time with productive activities that will keep them engaged and involved.
- Maintain as normal a schedule as possible, with routine activities occurring at the same time each day.
- Alter periods of physical exercise with periods of relaxation to allow members time for exertion and rest.
- Reassure those affected by the crisis that they are experiencing normal reactions.
- In the case of a traumatic event or workplace trauma, assessment and group psychological debriefing is recommended within 48 hours of the incident.
    - In Roswell, the Club will partner with Chaves County CASA or La CASA Behavioral Health depending on age and situation of identified trauma.
    - In Ruidoso, the Club will partner with local councilors.
    - In Hagerman, the Club will partner with Chaves County CASA or La CASA Behavioral Health depending on age and situation of identified trauma.

In extreme cases, a Club member may develop Post-Traumatic Stress Disorder (PTSD). This severe form of psychological damage results from experiencing a traumatic or frightening event and young people with this disorder may relive the trauma through repetitive play or nightmares. It is critically important to provide

professional advice or treatment as soon as possible and Club leaders should be alert for severe symptoms that may signal PTSD. If anyone exhibits these signs, speak with the member's parents about getting help from a child and adolescent psychiatrist or other mental health professionals.

Consider arranging a recommended counseling service to provide ongoing assistance to individuals involved in a traumatic incident. Traumatic events could include murder, assault, and serious threat with a weapon, abduction or attempted abduction and a fatality or serious injury resulting from an accident or a natural disaster while at the Club or involved in Club activities.

The following provisions for individuals involved in a critical incident as part of their response plans:

- Help parents understand children's reactions to crises. Communicate with them about the fears and common symptoms their children may experience after a traumatic event.
- Help staff members deal with their reactions to the crisis.
- Debriefing and grief counseling are just as important for adults involved in the crisis as is for youth.
- Help Club staff and members adjust after the crisis. Provide both short-term and long-term mental health counseling following a crisis.
    - In Roswell, the Club will partner with Chaves County CASA or La CASA Behavioral Health depending on age and situation of identified trauma.
    - In Ruidoso, the Club will partner with local councilors.
    - In Hagerman, the Club will partner with Chaves County CASA or La CASA Behavioral Health depending on age and situation of identified trauma.
- Work with entities listed above to help victims re-enter the Club environment. Often, other Club members may need guidance in how to act with a peer who has been involved in a crisis. It is important to devise a plan that makes it easier for those affected to adjust and to make the transition as uneventful as possible.

EVALUATING READINESS AND RESPONSE

DEBRIEFING AFTER A CRISIS

After addressing the immediate impact of a traumatic event and arranging follow-up support for all individuals involved. It is important to conduct an evaluation of all actions taken.

The first stage of debriefing after a crisis involves talking to the individuals directly involved to hear their version of the events that occurred. Club leaders will hear different versions based on individuals' differing perspectives; it is important to speak with all individuals involved and witnesses to the crisis because some individuals will remember details that others do not.

The debriefing can be done in a large group, but individuals should also be interviewed separately. The primary purposes of the debriefing process are as follows:

- Make sure that all individuals involved have processed their feelings and responses to the crisis and have obtained any help needed to do so.
- Obtain details and information that might not have emerged immediately following the incident.
- Understand how the crisis might have been avoided.

After the debriefing is complete, staff-in-charge, Club staff and the approved counseling service can work as a team to audit the Club's response to the crisis, as well as the follow-up support provided to the individuals involved in the During the evaluation, team members identify areas in which the Club was not adequately prepared or did not respond well to the situation, by asking questions such as:

- Is this a recurring problem that needs to be addressed?

- What needs to change in our organization to prevent this from happening again?
- How can we learn from this incident and use it to improve our crisis response plan?

By analyzing the events step by step, the team can decide how to enhance the Club's crisis plan and take the preventive steps necessary to strengthen specific areas, such as additional staff training, more frequent crisis drills, physical changes to the Club facility or other steps.

This evaluation, which the team will want to organize within five to six weeks after a major traumatic event, typically includes the following individuals:

- Board Chair (or other Board Leadership)
- Lead staff personnel
- Counselors

EMERGENCY CONTACT INFORMATION FORM

LOCAL TELEPHONE NUMBERS

All Emergencies	911
Ambulance Service	911
Police Department Emergency	911
Roswell Police Non-Emergency	575-624-6770
Ruidoso Police Non-Emergency	575-258-7365
Hagerman Police Non-Emergency	575-752-3201
Fire Department Emergency	911
Roswell Hospitals	
Eastern New Mexico Medical Center	575-624-8766
Lovelace Regional Hospital	575-627-7000
Ruidoso Hospitals	
Lincoln County Medical Center	575-257-8200
Artesia Hospitals	
Artesia General Hospital	575-748-3333
CYFD Report Abuse & Neglect	1-800-333-7233

NATIONAL HOTLINES

National Child Abuse Hotline	1-800-422-4453
National Center for Missing and Exploited Children	1-800-843-5678

EMERGENCY SUPPLY KIT CHECKLIST

CLUB FACILITY

- Cell phone
- Hand crank flashlight.
- First aid kits and manuals placed strategically throughout facilities.
- Emergency contact information {with key phone numbers)
- Hand crank radio with batteries
- Candles with matches
- Evacuation map
- Floor plan
- Solar blankets
- Notepad and writing utensils.
- Bottled water

CLUB VEHICLES (BUS OR AUTO)

- Employees are asked to have cell phones with them in case of an emergency.
- Emergency flares
- First aid kit and manual
- Emergency contact information {with key phone numbers)
- "Help Needed" sign
- Orange Cones
- Jumper Cables
- Fix a Flat