

**SCHOOL EMERGENCY
OPERATIONS
AND
CRISIS RESPONSE PLAN**

River Valley School District

School Emergency Operations and Crisis Response Plan Basic Plan

I. Introduction

A. Authority

1. This plan is developed, promulgated and maintained pursuant to state statutes as follows:
 - a. Section 118.07(1) of the Wisconsin Statutes, which specifies that schools must have a first aid kit.
 - b. Section 118.07(2)(a) of the Wisconsin Statutes, which specifies that schools must hold drills.
 - c. Section 118.07(2)(b) of the Wisconsin Statutes, which specifies that schools must report drills.
 - d. Section 118.07(4)(a)(1) of the Wisconsin Statutes, which specifies that schools must have a school safety plan.
 - e. Section 118.07(4)(b) of the Wisconsin Statutes, which specifies that schools must include specific plan guidelines.
 - f. Section 118.07(4)(c) of the Wisconsin Statutes, which specifies that schools must train on the school safety plan.
 - g. Section 118.07(4)(d) of the Wisconsin Statutes, which specifies that schools must review the school safety plan.
2. The National Incident Management System (NIMS) provides a consistent nationwide system for all jurisdictions to work together effectively and efficiently to prepare for, respond to and recover from domestic disaster or incidents. The concepts and processes developed in the NIMS have been incorporated into this plan as mandated by Homeland Security Presidential Directive 5 (HSPD5) and state statutes as follows:
 - a. Section 323.13(1)(b) of the Wisconsin Statutes, which specifies that emergency response agencies must use the Incident Command System.
 - b. Section 323.13(1)(c) of the Wisconsin Statutes, which specifies that the statewide training programs and exercises include training the Incident Command System.
 - c. Section 323.13(1)(d) of the Wisconsin Statutes, which specifies that local units of governments utilize the Incident Command System during a state of emergency or in any multi-agency emergency response.

B. References

The following references were reviewed, replicated and emulated in the preparation and consummation of the Sauk County School Emergency Operations and Crisis Response Plan:

1. FEMA Independent Study Program: IS 362 Multi-Hazard Emergency Planning for Schools.
2. FEMA Developing and Maintaining Emergency Operations Plans – Comprehensive Planning Guide (CPG) 101, Version 2.0.
3. Illinois State Board of Education School Emergency and Crisis Response Template.
4. Office for Domestic Preparedness Emergency Response Planning for WMD/Terrorism Incidents Technical Assistance Program.
5. U.S. Department of Education Practical Information on Crisis Planning – A Guide for Schools and Communities.

C. Purpose

The purpose of the River Valley School District School Emergency Operations and Crisis Response Plan is to identify and respond to incidents by outlining the responsibilities and duties of the River Valley School District and its employees. Developing, maintaining and exercising the plan empowers people to act quickly and knowledgeably at an incident. In addition, the plan educates staff, faculty, students and other key stakeholders to their roles and responsibilities before, during and after an incident. This plan provides parents and other community members

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with assurances that the River Valley School District has established guidelines and procedures to respond to incidents/hazards in an effective way. The developed guidelines and procedures for dealing with existing and potential student and school incidents are defined in the plan below. The Basic Plan and the functional protocols and incident specific annexes outline an organized, systematic method to prepare, prevent, mitigate, respond to and recover from incidents and respond according to these established procedures and guidelines. The River Valley School District regularly schedules in-service training for faculty and staff. Lastly, developing, maintaining and exercising the Emergency Operations and Crisis Response Plan increases the River Valley School District legal protection. While no set of policies rules out the potential for legal problems, establishing procedures and guidelines on the best professional practices provides a margin of protection against liability.

D. Mission and Goals of the Plan

1. The mission of the River Valley School District in an emergency is to:
 - a. Protect lives and property.
 - b. Respond to emergencies promptly and properly.
 - c. Coordinate with local emergency operations plans and community resources.
 - d. Aid in recovery from disasters.
2. The goals of the River Valley School District are to:
 - a. Provide emergency response plans, services and supplies for all facilities and employees.
 - b. Ensure the safety and supervision of students, faculty, staff and visitors in the school.
 - c. Restore normal services as quickly as possible.
 - d. Coordinate the use of school personnel and facilities.
 - e. Provide detailed and accurate documentation of emergencies to aid in the recovery process.

E. Explanation of Terms

1. Acronyms

AAR	After Action Report
AED	Automated External Defibrillator
COOP	Continuity of Operations Plan
CPR	Cardio-Pulmonary Resuscitation
CSCHOOL SAFETY COMMITTEE	County School Safety committee
ERT	Emergency Response Team
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Material
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
NIMS	National Incident Management System
PIO	Public Information Officer
SCHOOL SAFETY COMMITTEE	School Emergency Operations Planning Team
SOPs	Standard Operating Procedures
TTT	Tactical Training Team
UCRP	Uniform Crisis Response and Planning Team

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2. Definitions

a. After Action Report (AAR)

An After Action Report (AAR) will be created after a significant school incident. It will recap the entire event and will include comments and concerns from all the incident participants. Where deficiencies are identified, school personnel will be assigned responsibility for correcting the deficiency and a due date shall be established for that action.

b. Continuity of Operations Plan (COOP)

A plan that ensures the school has procedures in place to maintain or rapidly resume essential operations after an incident that results in the disruption of normal activities or services to the school. The COOP plan is located in the Functional Protocol Annex. Failure to maintain critical services would adversely affect the education and/or service mission of the school.

c. County-Wide All Hazards Mitigation Plan

A document published separately from this plan that identifies the local hazards in Sauk County that have caused or possess the potential to adversely affect public health and safety, public or private property or the environment.

d. County-wide School Safety committee (CSCHOOL SAFETY COMMITTEE)

A county-wide team comprised of members from each school district and the Uniform Crisis Response Team. The County-wide School Safety committee (CSCHOOL SAFETY COMMITTEE) is responsible for developing and implementing the County-wide School Emergency Operations and Crisis Response Plan for the schools.

e. Disaster

A disaster involves the occurrence or threat of significant casualties and/or widespread property damage that is beyond the capability of the local government to handle with its resources. Characteristics may include but are not limited to:

1. Involves a large area, a sizable population and/or important facilities.
2. Requires a community to implement an evacuation or shelter-in-place and implement temporary shelters and mass care operations.
3. Requires community-wide warning and public instructions.
4. Requires a response by all local response agencies operating under one or more Incident Commanders.
5. Requires significant external assistance from other local response agencies, contractors and extensive state or federal assistance.
6. The county EOC will be activated to provide general guidance and direction, provide emergency information to the public, coordinate state and federal support and coordinate resource support for emergency operations.

f. Emergency or Incident

These terms are used throughout this text and synonymous where this plan is concerned. Defined as any incident human-caused, natural or technological that requires responsive action to protect lives and property. An emergency is a situation that can be both limited in scope and potential effects or impact a large area with actual or potentially severe effects. Characteristics of an emergency include:

1. Involves a limited or large area, limited or large population or important facilities.
2. Evacuation or shelter-in-place is typically limited to the immediate area of the emergency.

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3. Warning and public instructions are provided in the immediate area, not community-wide.
4. One or more local response agencies or departments acting under an Incident Commander (IC) normally handle incidents. Requests for resource support are normally handled through agency and/or departmental channels.
5. May require external assistance from other local response agencies or contractors.
6. May require community-wide warning and public instructions.
7. The EOC may be activated to provide general guidance and direction, coordinate external support and provide resource support for the incident.

g. Emergency Situation

As used in this plan, this term is intended to describe a range of situations from a specific isolated emergency to a major disaster.

h. Evacuation

An evacuation occurs when it is determined that it is safer outside than inside the building and requires all staff and students to leave the building immediately, following pre-determined routes, when possible.

i. Hazards

Hazards shall include situations involving threats of harm to students, personnel, facilities and/or the community. Hazards include but are not limited to natural, technological and human-caused incidents.

j. Hazardous Material (HAZMAT)

A substance in a quantity or form posing an unreasonable risk to health, safety and/or property when manufactured, stored or transported. The substance, by its nature, containment and reactivity, has the capability for inflicting harm during an accidental occurrence. It can be toxic, corrosive, flammable, reactive, an irritant or a strong sensitizer and poses a threat to health and the environment when improperly managed. Hazardous materials include toxic substances, certain infectious agents, radiological materials and other related materials such as oil, used oil, petroleum products and industrial solid waste substances.

k. Homeland Security Exercise and Evaluation Program (HSEEP)

The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation and improvement planning.

l. Incident Action Plan (IAP)

An Incident Action Plan (IAP) formally documents incident goals (known as control objectives in NIMS), operational period objectives and the response strategy defined by Incident Command. It contains general tactics to achieve goals and objectives, while providing important information on event and response parameters. Because incidents evolve, incident action plans must be revised on a regular basis to maintain consistent, up to date information and guidance.

m. Joint Information Center (JIC)

The Joint Information Center (JIC) is a location where personnel with public information responsibilities perform critical emergency information functions, crisis

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communications and public affairs functions. JICs may be established at various levels of government or at incident sites. A single JIC location is preferable but the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations as required.

n. Mutual Aid Agreement

These are arrangements between governments or organizations, either public or private, for reciprocal aid and assistance during emergency situations where the resources of a single jurisdiction or organization are insufficient or inappropriate for the tasks that must be performed to control the situation.

o. School Safety committee (SCHOOL SAFETY COMMITTEE)

Each school district will have a School Safety committee (SCHOOL SAFETY COMMITTEE) that will be responsible to implementing and updating the School Emergency Operations and Crisis Response Plan for their respective district.

p. Shelter-In-Place

Sheltering-in-Place is used when evacuation would put people at risk (i.e. tornado, environmental hazards). Sheltering-in-place provides refuge inside a building during an emergency. It also often includes sealing doors and windows and turning off heating, ventilation and air conditioning systems.

q. Standard Operating Procedures (SOP)

The SOP is an approved method for accomplishing a task or set of tasks. The SOP is typically prepared at the department or agency level.

r. Tactical Training Team (TTT)

A county team of law enforcement officers that will assist all local law enforcement agencies in training and mutual aid in the event of an active shooter or other school crisis situation.

s. Uniform Crisis Response and Planning Team (UCRP)

A county team comprised of law enforcement and emergency management representatives that work with the school districts on their School Emergency Operations and Crisis Response Plans and also works with the Tactical Training Team (TTT).

II. Plan Development, Maintenance, Distribution and Exercising

A. Plan Development, Maintenance, and Distribution

The School Safety committee (SCHOOL SAFETY COMMITTEE) is responsible for the overall maintenance and revision of the River Valley School District School Emergency Operations and Crisis Response Plan, including annexes and appendices. The SCHOOL SAFETY COMMITTEE is responsible for coordinating, training and exercising the School Emergency Operations and Crisis Response Plan. Community fire, EMS, law enforcement and the Uniform Crisis Response and Planning (UCRP) team's approval and suggestions should also be requested and incorporated. The school board and superintendent and/or designee are responsible for approving and promulgating this plan.

1. Approval and Dissemination

The school board together with the superintendent and/or designees will approve and disseminate the plan and its annexes following these steps:

- a. Review and validate the plan

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- b. Present the plan to all cooperating agencies (for comment or suggestion)
- c. Obtain plan approval (school board)
- d. Distribute the plan

2. Record of Changes

Each update or change to the plan will be tracked. The record of changes will include the change number, the date of the change and the name of the person who made the change. The record of changes will be in table format and maintained by the SCHOOL SAFETY COMMITTEE.

3. Record of Distribution

Copies of the plans and annexes will be distributed to those tasked in this document. Copies should also be set aside for the EOC and other emergency facilities. The Basic Plan should include a distribution list that indicates who receives copies of the Basic Plan and the various annexes to it. In general, individuals who receive annexes to the Basic Plan should also receive a copy of this plan because the Basic Plan describes the emergency management organization and basic operational concepts. The record of distribution which is located in the appendices will be kept as proof that tasked individuals and organizations have acknowledged their receipt, review, and/or acceptance of the plan. The SCHOOL SAFETY COMMITTEE will indicate the title and name of the person receiving the plan, the agency to which the receiver belongs, the date of delivery and the number of copies delivered. Copies of the plan may be made available to the public and media without the restricted information at the discretion of the superintendent and/or his/her designee.

4. Plan Review and Updates

The Basic Plan and its annexes and appendices shall be reviewed annually in spring by the County-wide School Safety committee (SCHOOL SAFETY COMMITTEE). The superintendent and/or his/her designee will establish a schedule for annual review of independent school annexes and appendices.

This plan will be updated based upon deficiencies identified during actual emergency situations and exercises and when changes in threat hazards, resources and capabilities or school structure occur. Responsibility for revising or updating the Basic Plan is assigned to the County-wide School Safety committee (SCHOOL SAFETY COMMITTEE).

2. Training and Exercise

The River Valley School District understands the importance of training, drills and exercises in planning for an incident. To ensure that district personnel and community first responders are aware of their duties and responsibilities under the school plan and the most current procedures the following training, drill and exercise actions will occur:

1. The SCHOOL SAFETY COMMITTEE will coordinate any county-wide training and exercising efforts in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP). Records of training, including the date(s), type of training and participant roster will be maintained.
2. Basic training and refresher training sessions shall be conducted for all school personnel. It is recommended that staff training coincide with the start of the school year. Training should also be coordinated with local fire, EMS, law enforcement and emergency managers.

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3. School Emergency Operations and Crisis Response Plan training may include:
 - a. Two online FEMA courses: IS-100 and IS-700. Both courses are available free of charge at FEMA's Emergency Management Institute website.
 - b. Orientation to the School Emergency Operations and Crisis Response Plan and any updated information on the plan and/or procedures and changes in the duties and responsibilities of plan participants. Discussions will also center on any revisions to additional materials such as annexes and appendices.
 - c. Administrative staff who may assume a command position may be required to complete ICS-300 and ICS-400 classroom based courses.
4. The River Valley School District will follow the state mandated guidelines for emergency drills.

The details of training are outlined in the Multi-Year Training and Exercise Plan included in the appendices. The River Valley School District will participate in any external drills or exercises sponsored by local emergency responders. Availability of school personnel and the nature of the drill or exercise shall govern the degree to which the district will participate as it relates to improving the school's ability to respond to and deal with emergencies.
5. All River Valley School District staff members are encouraged to develop personal and family emergency plans. Staff member's families should anticipate that the staff member may be required to remain at the school following a catastrophic event. Knowing that their family is prepared and can handle the emergency situation will enable school staff to remain on scene and to perform their jobs more effectively.

Sauk County law enforcement has also formed a Tactical Training Team (TTT) that will assist all local law enforcement agencies in training and mutual aid in the event of an active shooter or other school crisis situation.

III. Situation Overview and Hazard Analysis

A. School Population

1. General Population

The school's current enrollment is approximately 1350 students.

These students are supported by a committed staff and faculty consisting of:

- _____ Teachers
- _____ Administrators
- _____ Office/support staff
- _____ Instructional assistants/aides
- _____ Cafeteria staff
- _____ Maintenance and custodial staff

A master schedule of where classes, grade levels and staff are located during the day is provided to each classroom and is available in the main office.

2. Special Needs Population

The River Valley School District is committed to the safe evacuation and transport of students and staff with special needs. The special needs population may include students/staff with:

- a. Limited English proficiency.
- b. Cognitive or emotional disabilities.
- c. Blindness or visual disabilities.

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- d. Deafness or hearing loss.
- e. Mobility/physical disabilities (temporary or permanent).
- f. Medically fragile health (including asthma and severe allergies).

The list of students and teachers with special needs and the person assigned to assist them during drills, exercises and emergencies is located in the appendices.

B. Building Information

The River Valley School District is located in four main communities, and includes six school buildings (Elementary schools at Arena, Lone Rock, Plain, and Spring Green. Middle and High Schools in Spring Green.)

A map(s) of the buildings annotated with evacuation routes, shelter locations, AED's, hazardous materials storage, Knox boxes and utility shutoffs is included in the appendices.

3. Hazard Analysis

The River Valley School District is exposed to many hazards, all of which have the potential for disrupting the school community, causing casualties and damaging or destroying public or private property. The Incident Specific Procedures Annex of this plan contains incident response procedures to reduce loss of life and minimize damage and trauma that cannot be prevented.

Each school has special and unique characteristics that influence the development of their School Emergency Operations and Crisis Response Plan. The School Safety committee should conduct hazard vulnerability and risk assessments to determine the strengths and weaknesses of their individual building and grounds; the school's social, emotional and cultural climate; community and staff resources and the unique concerns of individuals with disabilities and special needs.

All hazards can be classified into three categories: natural, technological and human-caused.

1. Natural Hazards

Natural hazards tend to occur repeatedly in the same geographical locations because they are related to weather patterns and/or physical characteristics of the area. Sauk County identified the following primary natural hazards as having the greatest impact on the county:

- a. Severe thunderstorms
- b. Tornadoes
- c. Floods
- d. Winter storms
- e. Drought
- f. Wildfires
- g. Earthquakes

2. Technological Hazards

Technological hazards are a direct result of the failure of a man-made system or the exposure of the population to a hazardous material. Usually little or no warning precedes incidents involving technological hazards. The School Safety Committee should prepare for hazards that might arise from technological hazards in and around their school. The following are prevalent technological hazards which could pose the greatest impact to the school:

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- a. Fire
- b. Hazardous material release
- c. Utilities loss or failure
- d. Structural failure
- f. Cyber Security

3. Human-caused Hazards

Human-caused hazards arise from deliberate, intentional human actions to threaten or harm the well-being of others and could occur within the school building and on school grounds or property (including buses). The following are prevalent human-caused hazards which could pose the greatest impact to the school:

- a. Abduction/missing student
- b. Armed intruder/active shooter
- c. Assault/disorderly conduct
- d. Bomb threat /suspicious packages
- e. Bus accidents
- f. Civil disturbance, demonstrations and school disturbances
- g. Intruder/hostage situation

4. Preparedness, Prevention and Mitigation Overview

Preparedness is achieved and maintained through a continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action. Ongoing preparedness efforts require coordination among all those involved in emergency management and incident response activities. The River Valley School District fosters preparedness at all levels including students, parents, teachers and staff. Among the preparedness activities included in the school emergency operations program are:

- 1. Providing emergency equipment and facilities.
- 2. Emergency planning, including maintaining this plan, its annexes and appendices.
- 3. Involving emergency responders, emergency management personnel, other local officials and volunteer groups who assist this school during emergencies in training opportunities.
- 4. Conducting periodic drills and exercises to test emergency plans and training.
- 5. Completing an after action review after drills, exercises and actual emergencies.
- 6. Revise plan as necessary.

5. Mitigation/Prevention

The River Valley School District will conduct mitigation/prevention activities as an integral part of the school's emergency operations and crisis response planning program. Mitigation/prevention is intended to eliminate hazards and vulnerabilities, reduce the probability of hazards and vulnerabilities causing an emergency situation or lessen the consequences of unavoidable hazards and vulnerabilities. Mitigation/prevention should be a pre-disaster activity although mitigation/prevention may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Among the mitigation/prevention activities included in the emergency operations plan are:

- 1. Identifying hazards.
- 2. Recording hazards.
- 3. Analyzing hazards.
- 4. Mitigating/preventing hazards.
- 5. Monitoring hazards.
- 6. Security audit.

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The River Valley School District is also committed to prevent and mitigate incidents from happening within the school, in order to protect the safety and security of students and staff. Our policies address bullying, drug use, weapons and other actions that undermine the safe haven of our school. In order to mitigate the loss of life and property during a disaster our school requires compliance with applicable building codes and regulations.

IV. Planning Assumptions

A. **Planning Assumptions**

Assumptions reveal the limitations of the School Emergency Operations and Crisis Response Plan by identifying what was assumed to be true during development. These allow users to foresee the need to deviate from the plan if certain assumptions prove not to be true during operations.

1. The River Valley School District will continue to be exposed to and subject to the impact of those hazards described in the Hazard Summary as well as lesser hazards and others that may develop in the future.
2. It is possible for a major disaster to occur at any time and at any place. In many cases dissemination of warning to the public and implementation of increased readiness measures may be possible. However, some emergency situations occur with little or no warning.
3. A single site emergency, (i.e. fire, gas main breakage, etc.), could occur at any time without warning and the employees of the school affected cannot and should not wait for direction from local response agencies. Action is required immediately to save lives and protect school property.
4. Following a major or catastrophic event the school may have to rely on its own resources to be self-sustaining for up to 72 hours.
5. There may be a number of injuries of varying degrees of seriousness to faculty, staff and/or students. Rapid and appropriate response will reduce the number and severity of injury.
6. Outside assistance from local fire, EMS, law enforcement and emergency managers will be available in most serious incidents. Since it takes time to request and dispatch external assistance it is essential for the school to be prepared to carry out the initial emergency response until responders arrive at the incident scene.
7. Proper prevention and mitigation actions such as creating a positive school environment and conducting fire inspections can prevent or reduce disaster related losses.
8. Maintaining the School Emergency Operations and Crisis Response Plan and providing frequent opportunities for stakeholders (staff, students, parents, first responders, etc.) to exercise the plan can improve the school's readiness to respond to incidents and emergency situations.

B. **Limitations**

The River Valley School District states that no guarantee is implied by this plan of a perfect response system. As personnel and resources may be overwhelmed, the River Valley School District can only endeavor to make every reasonable effort to respond to the situation with the resources and information available at the time.

V. Concept of Operations

The objectives of school emergency operations programs are to protect the lives and wellbeing of students and staff through the prompt and timely response of trained school personnel should an emergency affect the school. To meet these objectives the school shall establish and maintain a comprehensive emergency operations program that includes plans and procedures, hazard analysis, security audits, training and exercise and plan review and maintenance.

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A. Resources

This plan is based upon the concept that the emergency functions that must be performed by the school generally parallel some of their normal day to day functions. To the extent possible, the same personnel and material resources used for day to day activities will be employed during emergency situations. Because personnel and equipment resources are limited some routine functions that do not contribute directly to the emergency may be suspended for the duration of an emergency. The personnel, equipment and supplies that would normally be required for those functions will be redirected to accomplish emergency tasks. The River Valley School District will use its own resources to respond to emergency situations until emergency response personnel arrive. If additional resources are required because the school's own resources are insufficient or inappropriate to deal with the emergency situation, assistance from local emergency services, organized volunteer groups or the State of Wisconsin should be requested. Resources from industry or individuals, who have the resources needed to assist with the emergency situation, may also be requested.

B. National Incident Management System (NIMS)

The National Incident Management System (NIMS) is a set of principles that provides a systematic, proactive approach guiding government agencies at all levels, non-governmental organizations and the private sector to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location or complexity in order to reduce the loss of life or property and harm to the environment. This system ensures that those involved in incident response/recovery understand what their roles are and have the tools they need to be effective.

According to Homeland Security Presidential Directive 5 (HSPD5) and the U.S. Department of Education, school districts are among local agencies that must adopt NIMS if they receive federal grant funds. As part of its NIMS implementation, the River Valley School District participates in the local government's NIMS preparedness program and believes it is essential to ensure that response/recovery services are delivered to schools in a timely and effective manner.

The River Valley School District recognizes that staff and students will be first responders during an emergency situation. Adopting NIMS enables staff and students to respond more effectively to an incident and enhances cooperation, coordination and communication among school officials, first responders and emergency managers.

When possible, the River Valley School District works with local government agencies to remain NIMS compliant. NIMS compliance for school districts includes completing the following:

1. Adopt and institutionalize the use of the Incident Command System.
2. All staff assuming roles described in the Basic Plan or annexes may receive ICS-100 training. ICS-100 is a web-based course available free from the Federal Emergency Management Institute.
3. All staff assuming roles described in the Basic Plan or annexes may receive ICS-700 training. ICS-700 is a web-based course available free from the Federal Emergency Management Institute.
4. Administrative staff assuming command roles described in the Basic Plan or annexes may receive ICS-300 and ICS-400 training. ICS-300 and ICS-400 are classroom based courses and can be arranged through Sauk County Emergency Management.
5. Train and exercise the plan. All staff and students are expected to participate in training and exercising the plan's functional protocols and incident specific procedures. The school

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is charged with ensuring that the training and equipment necessary for an appropriate response/recovery operation are in place.

C. Implementation of the Incident Command System (ICS)

In a major emergency or disaster, the River Valley School District may be damaged or need to be evacuated, people may be injured and/or other incident management activities may need to be initiated. These activities must be organized and coordinated to ensure efficient incident management. **The Incident Command System (ICS) will be used to manage all incidents and major planned events. The ICS approach can be used in all phases of incident management, including pre-incident activities, response and recovery.**

School personnel are usually first on the scene of an incident in a school setting. If the designated school commander is not present at the onset of the incident, his/her successor or the most qualified individual will assume command. Staff and faculty are expected to take charge and manage the incident until it is resolved or command is transferred to someone more qualified and/or to an emergency response agency with legal authority to assume responsibility. **However, at no time will school officials transfer responsibility for student care.** In order to clarify the roles, the school official in charge will be known as the School Commander. The School Commander at the River Valley School District will be delegated the authority to direct all incident activities within the school's jurisdiction. The School Commander will establish an Incident Command Post (ICP). The School Commander is responsible for establishing objectives and policies for emergency operations and providing general guidance for emergency response and recovery. The School Commander will provide an assessment of the situation to the school principal/administrator and other local officials, identify incident management resources required, and direct the on-scene incident management activities. The School Commander, assisted by a staff sufficient for the tasks to be performed, will manage the emergency response from the Incident Command Post (ICP) until local emergency response services arrive.

Staff will seek guidance, direction and technical assistance from local officials, state agencies, federal agencies and industry, where appropriate. In emergency situations where other jurisdictions are providing significant response resources or technical assistance there will be a transition from the normal ICS structure to a Unified Command structure. Designated individuals from one or more response agencies along with the School Commander will work **jointly** to carry out the response. This arrangement helps to ensure that all participating agencies are involved in developing objectives and strategies to deal with the emergency.

D. Incident Command System (ICS) – Emergency Operations Center (EOC) Interface

For community-wide disasters, the county Emergency Operations Center (EOC) will be activated. When the EOC is activated, it is essential to establish a division of responsibilities between the Incident Command Post (ICP) and the EOC. A general division of responsibilities is outlined below. It is essential that a precise division of responsibilities be determined for specific emergency operations.

1. The Incident Command (IC) is generally responsible for field operations, including:
 - a. Isolating the scene.
 - b. Directing and controlling the on-scene response to the emergency situation and managing the emergency resources.
 - c. Warning the district/school staff and the students in the area of the incident and providing emergency instructions to them.

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- d. Determining and implementing protective measures (evacuation or sheltering-in-place) for the district/school staff and students in the immediate area of the incident and for emergency responders at the scene.
 - e. Implementing traffic control arrangement in and around the incident scene.
 - f. Requesting any additional resources from Emergency Management (or the EOC, if activated).
 2. The Emergency Operations Center (EOC) generally is responsible for:
 - a. Providing resource support for the incident command operations.
 - b. Issuing community-wide warnings.
 - c. Issuing instructions and providing information to the general public.
 - d. Organizing and implementing large-scale evacuation.
 - e. Organizing and implementing shelter arrangements for evacuated citizens.
 - f. In some large-scale emergencies or disasters, emergency operations with different objectives may be conducted at geographically separated scenes. In such situations, more than one incident command operation may be established. If this situation occurs, it is particularly important that the allocation of resources to specific field operations be coordinated through the EOC.

E. Notification Procedures

In case of an emergency at any district facility, the flow of information after calling 9-1-1 shall be from the school principal or line of succession to the district office. Information should include the nature of the incident and impact on the facility, students and staff.

In the event of a fire anyone discovering the fire shall activate the building fire alarm system. Unless there is a LOCKDOWN or a SHELTER/TORNADO incident in progress, the building shall be evacuated. In the event that a LOCKDOWN or SHELTER/TORNADO incident is in progress, the situation should be assessed and if deemed necessary, EVACUATION shall be limited to the area immediately in danger from the fire.

In the event the district is in receipt of information such as a weather warning that may affect a school within the district, the information shall be provided to the district superintendent and/or designee. Specific guidelines are found in the individual annexes and appendices.

VI. Organization and Assignment of Responsibilities

This section establishes the operational organization that will be relied on to manage the incident and includes a list of the kinds of tasks to be performed by position and organization and an overview of who does what.

The principal and administrative building coordinators are not able to manage all the aspects associated with an incident without assistance. The school relies on other key school personnel to perform tasks that will ensure the safety of students and staff during a crisis or critical incident. The Incident Command System (ICS) uses a team approach to manage incidents. It is difficult to form a team while a crisis or critical incident is unfolding. Roles should be pre-assigned based on training and qualifications. Each staff member and volunteer must be familiar with his/her role and responsibility before an incident occurs.

School staff may be required to remain at school to assist in an incident. In the event that this School Emergency Operations and Crisis Response Plan is activated, staff will be assigned to serve within the Incident Command System (ICS) based on their expertise and training and the needs of the incident.

School Emergency Operations and Crisis Response Plan Basic Plan

A. Organization

1. General

Most schools have emergency functions in addition to their normal day to day duties. During emergency situations the normal organizational arrangements are modified to facilitate emergency operations. School organization for emergencies includes an Executive Group, School Safety committee (SCHOOL SAFETY COMMITTEE), Emergency Response Teams Building Response Team and volunteer and other services. The lines of succession for each position within the school's emergency organization shall be in accordance with the Standard Operating Procedures (SOP) established by the school. In small agencies and school districts it is entirely possible that some of the organizational responsibilities may overlap.

2. Executive Group

The Executive Group provides guidance and direction for emergency management programs and for emergency response and recovery operations. The Executive Group includes the district superintendent and building administrators.

3. District Superintendent and/or designee

The district superintendent may serve as the School Commander or delegate that authority to a qualified individual. **At all times the district superintendent and/or designee still retains the overall responsibility for the overall safety of students and staff.** However, delegating the authority to manage the incident to another School Commander allows the superintendent and/or designee to focus on policy level activities and interfacing with other agencies and parents. The district superintendent and/or designee shall coordinate or liaison between the Executive Group and the School Commander.

In order to maintain continuity within the school administration, if something happens to the district superintendent, the line of succession/designee is:

- a. Business Manager
- b. Middle School Principal
- c. Elementary Director

4. SCHOOL SAFETY COMMITTEE

The School Safety Committee develops emergency operations plans for all schools within the district, coordinates with local emergency services to develop functional annexes as well as annexes for specific hazards, coordinates River Valley School District planning activities and recruits members of the school's Building Response Teams. There will be a SCHOOL SAFETY COMMITTEE at the district level and planning team at each school. The School Safety committee at the school level may include principal, school resource officer, counselor(s) and nurse(s). The School Safety committee members are listed in the appendices.

5. Building Response Team

Building Response Team assist the School Commander in managing an emergency and providing care for school employees, students and visitors before local emergency services arrive or in an event that local emergency services are unavailable. The Building Response Team members are listed in the appendices.

6. Volunteer and Other Services

This group includes organized volunteer groups and businesses who have agreed to provide certain support for emergency operations.

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B. Assignment of Responsibilities

1. General

For most emergency functions, successful operations require a coordinated effort from a number of personnel. To facilitate a coordinated effort district and school staff and other school personnel are assigned primary responsibility for planning and coordinating specific emergency functions. Generally, primary responsibility for an emergency function will be assigned to an individual from the school that possesses the most appropriate knowledge and skills. Other school personnel may be assigned support responsibilities for specific emergency functions. A skills inventory for personnel is located in the appendices.

The individual having primary responsibility for an emergency function is normally responsible for coordinating, preparation of, and maintaining that portion of the emergency plan that addresses that function/procedure. Listed below are general responsibilities assigned to the school staff. Additional specific responsibilities can be found in the functional and incident specific annexes to this Basic Plan.

2. Responsibilities

a. The School Board

Pre-Emergency Actions

1. Provide general policy guidance on the conduct of the school emergency management program.
2. Review school construction and renovation projects for safety.

Emergency Actions

1. Keep appraised of the status of the emergency.
2. Meet, if necessary, to make top level decisions.

b. The District Superintendent and/or Designee

Pre-Emergency Actions

1. Obtain a resolution from the local school board giving needed authority and support to develop school emergency management programs and plans.
2. Establish objectives and priorities for the school emergency management program.
3. Initiate, administer and evaluate school emergency management programs to ensure the coordinated response of all schools within the system.
4. Authorize implementation of school emergency preparedness curriculum.
5. Implement the policies and decisions of the governing body relating to school emergency management.
6. Appoint a district-wide School Safety committee (SCHOOL SAFETY COMMITTEE) to assist in planning and review.
7. May enter into mutual aid agreements with administrators from other school districts.
8. May enter into mutual aid agreements with other entities for utilizing their physical facilities for use during off-campus evacuations.

Emergency Actions

1. Coordinate use of school building(s) as public shelter(s) for major emergencies occurring in the community.
2. Meet and talk with the parents of students and spouses of adults who have been admitted to the hospital.

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3. Assign resources (persons and materials) to various sites for specific needs. This may include the assignment of school personnel to other school or community sites such as community emergency shelters.
4. Authorize immediate purchase of outside services and materials needed for the management of emergency situations.
5. Coordinate emergency assistance and recovery.
6. Keep school board informed of emergency status.

c. The School Safety committee Pre-Emergency Actions

1. Establish a School Emergency Operations and Crisis Response Plan review committee to approve and coordinate all emergency response plans.
2. Consult with the Emergency Management Office to analyze system needs in regard to emergency preparedness, planning and education and to ensure coordination of the school plan with community emergency plans.
3. Conduct a hazard analysis in conjunction with the district and emergency management officials.
4. Organize the school's emergency management program and identify personnel, equipment and facility needs.
5. Keep the superintendent and/or designee and principal and/or designee apprised of the preparedness status and emergency management needs.
6. Coordinate local planning, preparedness activities and the maintenance of this plan.
7. Provide copies of the school plan to the district superintendent and/or designee and Emergency Management Office.
8. Organize a Building Response Team.
9. Recommend training for the Building Response Team.
10. Establish a partner system to pair teachers and classes so that teachers assigned to a Building Response Team can fulfill their duties. The Teacher Buddy List is located in the appendices.
11. Provide information to staff, students and community on emergency procedures.
12. Develop and coordinate in-service emergency response education for all school personnel.
13. Arrange appropriate training for School Safety committee (SCHOOL SAFETY COMMITTEE) and Emergency Response Team Building Response Team.
14. Coordinate periodic emergency exercises to test emergency plans and training.
15. Encourage incorporation of emergency preparedness material into regular curriculum.
16. Create "Go Kits" for each school office and classroom. "Go Kit" items and recommendations are listed in the appendices.
17. Prepare and maintain an inventory of school resources.
18. Perform day to day liaison with emergency management personnel.

Emergency Actions

1. Assist School Commander to establish an Incident Command Post (ICP).
2. Provide assistance during an emergency in accordance with designated roles.
3. Gather information from all aspects of the emergency for use in making decisions about the management of the emergency.
4. Monitor the school emergency response during emergency situations and provide direction where appropriate.
5. Liaison with the leaders of the emergency service agencies working with the emergency.

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6. Monitor developing situations such as weather conditions or incidents in the community that may impact the school.
7. Conduct After Action Reports/debriefings at the conclusion of each emergency to critique the effectiveness of the emergency operations plan.

d. The School Principal

Pre-Emergency Actions:

1. Assign staff members to the School Safety committee who will develop the School Emergency Operations and Crisis Response Plan annexes.
2. Ensure that the School Emergency Operations and Crisis Response Plan is coordinated with the school district's plans and policies.
3. Assign school emergency responsibilities to staff as required. Such responsibilities include but are not limited to:
 - Provide instruction on any special communications equipment or night call systems used to notify first responders.
 - Appoint monitors to assist in proper evacuation.
 - Ensure that all exits are operable at all times while the building is occupied.
 - Ensure a pre-planned area of rescue assistance for students and other persons with disabilities within the building readily accessible to rescuers.
 - Ensure that school personnel and students participate in emergency planning, training and exercise activities.
 - Conduct drills and initiate needed plan revisions based on After Action Reports.

Emergency Actions

1. Act as School Commander until relieved by a more qualified person or the appropriate emergency response agency and assist in a Unified Command.
2. With the assistance of the Public Information Officer (PIO), keep the public informed during emergency situations.

e. The School Commander will perform the following Emergency Actions:

1. Assume command and manage emergency response resources and operations at the Incident Command Post (ICP) to resolve the emergency situation until relieved by a more qualified person or the appropriate emergency response agency official.
2. Assume overall direction of all incident management procedures based on actions and procedures outlined in this School Emergency Operations and Crisis Response Plan.
3. Take steps necessary to ensure the safety of students, staff and individuals.
4. Take responsibility and activate the school emergency operations and crisis response plan and the initial response which may include:
 - Evacuation
 - Lock down
 - Administrative hold
 - Shelter/tornado
 - Crisis intervention
 - Media
5. Keep the principal and/or designee and other officials informed of the situation.
6. Assess the situation, establish objectives and develop an Emergency Action Plan (EAP).
7. Establish an Incident Command Post (ICP).

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8. Arrange for transfer of students, staff and other individuals when safety is threatened by a disaster.
9. Request assistance from local emergency services when necessary.
10. Work with emergency services agencies in a Unified Command when appropriate.
11. Coordinate with organized volunteer groups and businesses regarding emergency operations.
12. Appoint additional staff to assist as necessary.

f. Emergency Response Teams will:

Pre-Emergency Actions:

1. Maintain current certifications.

Emergency Actions:

1. Assist the superintendent and/or designee and principal and/or designee during an emergency by providing support and care for school employees, students and visitors during an emergency before local emergency services arrive or in the event of normal local emergency services being unavailable.
2. Provide the Emergency Response Team Building Response Team functions when necessary, within their scope of training, while staying out of harm's way. Emergency Response Team's responsibilities are detailed in the appendices.

g. Teachers will:

Pre-Emergency Actions:

1. Participate in trainings, drills and exercises.
2. Prepare classroom emergency Go Kits.
3. Establish a buddy system for students and teachers with disabilities.

Emergency Actions:

1. Direct and supervise students en route to pre-designated areas within the school grounds or to an off-site evacuation site.
2. Visually check rooms and areas along the path of exit for persons who may not have received the evacuation notice. This process should not disrupt the free flow of students out of the building.
3. Maintain order while en route and while in pre-designated area.
4. Take attendance to verify the location and status of every student. Report any missing students to the School Commander or designee.
5. Obtain first aid services for injured students from the school nurse or a trained first responder. Arrange first aid for anyone who is unable to be moved by giving their location to the School Commander or trained first responders.
6. Remain with assigned students throughout the duration of the emergency unless otherwise assigned through a partner system or until every student has been released through the official family reunification process.
7. Execute assignments as directed by the School Commander or ICS supervisor.

h. Instructional assistants will perform the following Emergency Actions:

1. Assist teachers and students as directed.

i. For schools that have Counselors, Social Workers and Psychologists

Pre-Emergency Actions:

1. Participate in trainings, drills and exercises.

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Emergency Actions:

1. Direct and supervise students en route to pre-designated areas within the school grounds or to an off-site evacuation site.
2. Visually check rooms and areas along the path of exit for persons who may not have received the evacuation notice. This process should not disrupt the free flow of students out of the building.
3. Maintain order while en route and in pre-designated areas.
4. Take attendance to verify the location and status of every student. Report any missing students to the School Commander or designee.
5. Obtain first aid services for injured students from the school nurse or a trained first responder. Arrange first aid for anyone who is unable to be moved by giving their location to the School Commander or trained first responders.
6. Remain with assigned students throughout the duration on the emergency unless otherwise assigned through a partner system or until every student has been released through the official family reunification process.
7. Execute assignments as directed by the School Commander or ICS supervisor.
8. Make arrangements and participate in a stress debriefing for school staff, students and responding agencies.
9. Monitor school staff and students and responding agencies throughout the incident and treat as deemed appropriate.

j. School Nurses/Health Assistants

Pre-Emergency Actions:

1. Participate in trainings, drills and exercises.
2. Supply and maintain first aid equipment and health supplies needed for medically fragile students. (i.e.: diabetic, seizure)
3. Update and maintain state required health records.

Emergency Actions:

1. Administer first aid or emergency treatment as needed.
2. Supervise administration of first aid by school personnel trained to provide it.
3. Provide essential medical information to first responders/EMS as deemed necessary.

k. Custodians/Maintenance Personnel

Pre-Emergency Actions:

1. Participate in trainings, drills and exercises.
2. Report all structural changes in floor plans and facilities to SSC.

Emergency Actions:

1. Survey and report building damage to the School Commander or ICS Supervisor.
2. Control main shutoff valves for gas, water, electricity to ensure no hazard results.
3. Provide damage control as needed.
4. Assist in the conservation, use and disbursement of supplies and equipment.
5. Keep School Commander or ICS supervisor informed of condition of school.

l. School Secretary/Office Staff

Pre-Emergency Actions:

1. Participate in trainings, drills and exercises.
2. Maintain master schedules and master class lists.

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Emergency Actions:

1. Answer phones and assists in receiving and providing consistent information to callers (assistance from the PIO or EOC can be requested).
2. Provide for safety of essential school records and documents.
3. Execute assignments as directed by the School Commander or ICS supervisor.
4. Provide assistance to the principal and/or designee as needed.
5. Act as messenger as needed.

m. Technology/Information Services

Pre-Emergency Actions:

1. Participate in trainings, drills and exercises.
2. Assist in establishment/maintenance of emergency communications network.
3. Prepare and maintain an emergency kit that contains floor plans, telephone line locations, computer locations and other communications equipment.
4. Establish and maintain, as needed, a stand-alone computer with student and staff database for use at the emergency site.

Emergency Actions:

1. Coordinate use of technology.
2. Assist in obtaining needed student and staff information from the computer files.
3. Establish and maintain computer communication with the central office and with other agencies capable of such communication.
4. As needed, report various sites involved in the communication system if there are problems in that system.

n. Food Service/Cafeteria Workers

Pre-Emergency Actions:

1. Participate in trainings, drills and exercises.
2. Maintain integrity of food supply.

Emergency Actions:

1. Use, prepare and serve food and water on a rationed basis whenever the feeding of students and staff becomes necessary.
2. Execute assignments as directed by the School Commander or ICS supervisor.

o. Transportation:

Pre-Emergency Actions:

1. Participate in trainings, drills and exercises.
2. Establish and maintain school division protocols for transportation related emergencies.
3. Establish and maintain plans for the emergency transport of district personnel and students.
4. Train all drivers and transportation supervisory personnel in emergency protocols involving buses and the School Emergency Operations and Crisis Response Plan.

Emergency Actions:

1. Supervise the care of students while on the bus if disaster occurs.
2. Transfer students and staff to a new location as directed.
3. Execute assignments as directed.
4. Transport individuals in need of medical attention as directed.

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p. Other Staff (Substitute Teachers & Volunteers) will perform the following:

Emergency Actions:

1. Assist teachers and students as directed.

q. Students

Pre-Emergency Actions:

1. Cooperate and participate in trainings, drills and exercises.
2. Learn to be responsible for themselves and assist others in an incident.
3. Understand and learn the importance of not being a bystander by reporting situations of concern to the proper school authorities as soon as possible.
4. Develop an awareness of natural, technological and human-caused hazards and associated prevention, preparedness and mitigation measures.

Emergency Actions:

1. Cooperate during an incident.
2. Take an active part in the response.
3. Participate in mental health recovery as needed.

r. Recommendations for Parents/Guardians

Pre-Emergency Actions:

1. Provide the school with requested information concerning emergency and other release related information.
2. Encourage and support school safety, violence prevention and emergency preparedness programs.
3. Practice incident preparedness in the home to reinforce school training and ensure family safety.
4. Participate in volunteer service projects for promoting school emergency preparedness.

Emergency Actions:

1. Cooperate during an incident.
2. Follow direction provided by administration for proper reunification.
3. Participate in mental health recovery as needed.

VII. Direction, Control and Coordination

A. General

During emergency operations, the school administration retains administrative and policy control over their employees and equipment. However, personnel and equipment used to carry out mission assignments are directed by the Incident Commander (IC). Each emergency response agency is responsible for having its own operating procedures to be followed during response operations but inter-agency procedures such as common communications protocol and Unified Command may be adopted to facilitate a coordinated effort.

B. Emergency Facilities

1. Incident Command Post

The school Incident Command Post (ICP) should be established on scene away from risk of damage from the emergency. Pre-determined sites for command posts outside the school building will be identified in cooperation with local emergency responder agencies. This information will be referenced in the appendices.

2. Evacuation Sites & Reunification Sites

These sites will be pre-determined sites and are listed in the annexes.

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C. Incident Command System (ICS)

To provide for the effective direction, control and coordination of an incident, either single site or multi-incidents, the School Emergency Operations & Crisis Response Plan will be activated including the implementation of the Incident Command System (ICS).

The School Commander has the authority to direct tactical on scene operation until transfer of command or Unified Command is established.



The ICS is organized into the following functional areas:

1. Incident Command

Directs the incident management activities.

School related responsibilities and duties include:

- a. Establish and manage the Incident Command Post (ICP).
- b. Establish the incident organization.
- c. Determine the strategies and objectives to implement protocols and adapt as needed.
- d. Monitor safety conditions.
- e. Coordinate media relations and information dissemination.
- f. Document all activities.

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2. Operations Section:

Directs all tactical operations of an incident including implementation of response/recovery activities according to established incident management procedures and protocols, provide accountability and care of students, first aid, site security, damage assessment, evacuations and family reunification.

School related responsibilities and duties include:

- a. Implement Family Reunification procedure.
- b. Monitor site utilities (electric, gas, water, HVAC) and shut off, only if danger exists or directed to do so by the commander.
- c. Assist in securing the facility.
- d. Establish medical triage with staff trained in first aid and CPR.
- e. Provide and oversee care given to injured persons.
- f. Distribute supplies.
- g. Identify and provide psychological services for those in need.
- h. Identify and provide a list of additional counseling resources for ongoing crisis counseling for students, staff and parents.
- i. Coordinate the rationed distribution of food and water.
- j. Establish secondary toilet facilities as necessary.
- k. Request additional supplies from the Logistics Section.
- l. Document all activities.

3. Planning Section:

Collects, evaluates and disseminates information needed to measure the size, scope and seriousness of an incident and to plan appropriate incident management activities.

School related responsibilities and duties include:

- a. Assist Incident Commander (IC) in collection and evaluation of information about the incident as it develops, including a site map or area map of related events.
- b. Assist with ongoing planning efforts.
- c. Maintain emergency time/situation report log as listed in the appendices.
- d. Document all activities.

4. Logistics Section:

Supports incident management operations by securing and providing needed personnel, equipment, facilities, resources and services required for incident resolution, coordinating personnel, assembling and deploying volunteer teams and facilitating communications among incident responders. This function may be implemented if this is a major or extended incident.

School related responsibilities and duties include:

- a. Establish and oversee media staging sites as listed in the annexes.
- b. Develop a telephone tree for after hours communication.
- c. Coordinate access and distribution of supplies.
- d. Monitor inventory of supplies and equipment.
- e. Document all activities.

5. Finance/Administration Section:

Oversees all financial activities including purchasing necessary materials, tracking incident costs, arranging contracts for services, timekeeping for emergency responders, submitting documentation for reimbursement and recovering school records following an incident. This section may not be established on-site at the incident. Rather the school and school district management may assume responsibility for these functions.

School related responsibilities and duties include:

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- a. Assume responsibility for overall documentation and recordkeeping.
- b. Photograph and/or videotape damage to property if possible
- c. Develop a system to monitor and track expenses and financial losses.
- d. Secure all school records.

D. Coordination with Emergency Operations Center

In complex incidents, executives/leaders for all the agencies involved in the incident will convene at the Emergency Operations Center (EOC). The role of the Emergency Operations Center is to:

1. Support the on scene Incident Commander.
2. Provide policy and strategic guidance.
3. Help ensure that adequate resources are available.
4. Identify and resolve issues common to the organization.
5. Keep elected officials and other executives informed of the situation and decisions.
6. Provide factual information through the Joint Information Center (JIC)/public information system.

The unified commanders (School Commander and other agency commanders) will keep the Emergency Operations Center informed.

E. Coordination with First Responders

An important component of the River Valley School District School Emergency Operations and Crisis Response Plan is a set of inter-agency agreements with various agencies to aid timely communications. These agreements help coordinate services between the agencies and the school. Various agencies and services include county governmental agencies such as mental health, law enforcement and local fire departments. The agreements specify the type of communications and services provided by one agency to another. The agreements also make school personnel available beyond the school setting in an incident or traumatic event taking place in the community.

If a school incident happens within the authorities of the first responder community, command will be transferred upon the arrival of a qualified first responder. A transfer of command briefing shall occur. The School Commander may be integrated into the Incident Command structure or assumes a role within a Unified Command structure.

F. Source and Use of Resources

The River Valley School District will use its own resources and equipment to respond to incidents until local response agencies arrive. Parent volunteers and community members have been trained to assist if called upon and will be available after an incident occurs. There is a list of resources and additional resource providers in the appendices.

VIII Communications

Communications is a critical part of incident management. This section outlines the River Valley School District's communications plan and supports its mission to provide clear, effective internal and external communication between the school, staff, students, guardians, responders and media.

A. Internal Communications

1. Communication Between Staff/Faculty Members

Faculty and staff will be notified when an incident occurs and kept informed as additional information becomes available and as plans for management of the situation evolve. The

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following practices will be utilized to disseminate information **INTERNALLY** when appropriate:

- a. Crisis notification originates with the administrator or pupil services employee who contacts the members of the School Safety committee through the Crisis Phone Tree. Skylert will be used for notifying staff of an incident when they are not at school.
- b. **Faculty Meetings:** As appropriate, updated information about an incident will be presented at the faculty meeting. Any new procedures or information will also be reviewed at this time. Staff will also have the opportunity to address any misinformation or rumors.

2. **Communication with the School District Office**

The School Commander may use, if available, the River Valley School District Emergency Radio Network to notify the principal and/or designee of the school's status/needs. The principal and/or designee will notify the district office. The School Commander will designate someone to monitor all communications.

B. External Communications

Communicating with the larger school community begins before an incident occurs. In the event of an incident, parents/guardians, media, the River Valley School District personnel and first responders will require clear and concise messages about the incident, what is being done about it and the safety of the children and staff.

1. **Communication with parents/guardians**

Before an incident occurs, the River Valley School District will:

- a. Develop a relationship with parents/guardians so that they trust and know how to access alerts and incident information.
- b. Inform parents/guardians about the School Emergency Operations & Crisis Response Plan, its purpose and its objectives. Information will be included in the school newsletter and if possible, a presentation delivered at orientation/back to school night.
- c. Identify parents/guardians who are willing to volunteer in case of an incident. Include them in preparation efforts and include them in training.
- d. Be prepared with translation services for non-English speaking families and students with limited English proficiency.

In the event of an incident, the River Valley School District will:

- a. Disseminate information via available methods, such as text messages, Facebook, radio announcements, web page postings, and e-mails to inform parents about exactly what is known to have happened.
- b. Implement the plan to manage phone calls and parents/guardians who arrive at school.
- c. Describe how the school and school district are handling the situation.
- d. Provide information regarding possible reactions of their children and ways to talk with them.
- e. Provide a phone number, website address or recorded hotline where parents/guardians can receive updated incident information.
- f. Inform parents/guardians and students when and where school will resume.

After an incident, the River Valley School District administrators will schedule and attend an open question and answer meeting for parents/guardians as soon as possible.

2. **Communication with the Media**

In the event of an incident the School Commander will:

- a. Designate a Public Information Officer (PIO)

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- b. Establish a media staging site. Information listed in the annex.
- c. Determine the need to establish or participate in a Joint Information Center (JIC).
- d. Coordinate messages with the principal and/or designee and school board and Unified Command if applicable

All River Valley School District employees are to refer all questions and requests for information to the designated Public Information Officer (PIO) or Joint Information Center (JIC), if established. Templates for statements/press releases to the media, including standard procedures and protocols have been developed and are included in the annex.

Media contacts at the major television and radio stations are maintained by the principal and/or designee. In the case of an incident, these media contacts will broadcast the River Valley School District external communications plans including the information hotline for parents and guardians.

3. Handling Rumors

In addressing rumors, the most effective strategy is to provide facts as soon as possible. To combat rumors, the River Valley School District will:

- a. Provide appropriate information to the internal groups including administrators, teachers, students, custodians, secretaries, instructional assistants, cafeteria workers and bus drivers. These people are primary sources of information and are likely to be contacted in their neighborhoods, at grocery stores, etc.
- b. Hold a faculty/staff meeting before staff members are allowed to go home so that what is (and is not) known can be clearly communicated.
- c. Designate and brief personnel answering calls to help control mis-information.
- d. Conduct briefings for community representatives directly associated with the school.
- e. Enlist the help of the media to provide frequent updates to the public, particularly providing accurate information where rumors need to be dispelled.

After the immediate incident response period, the River Valley School District will conduct public meetings as needed. These meetings are designed to provide the opportunity for people to ask questions and receive accurate information.

4. Communication with First Responders

The Incident Commander (IC) will maintain communication with first responders during an incident. Transfer of command or formation of Unified Command will occur when first responders arrive on the scene to assist with managing the incident or to assume management if it is within their legal jurisdiction. The River Valley School District frequently exercises the School Emergency Operations and Crisis Response Plan with first responders to practice effective coordination and transfer of command.

5. Communication After an Incident (Recovery Process)

After the safety and status of staff and students have been assured and emergency conditions have abated following an incident, staff/faculty will assemble to support the restoration of the school's educational programs. Defining mission critical operations and staffing will be a starting point for the recovery process. Collecting and disseminating information will facilitate the recovery process.

The staff/faculty teams will:

- a. Conduct a comprehensive assessment of the physical and operational recovery needs.

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- b. Assess physical security, data access and all other critical services (plumbing, electrical, HVAC).
- c. Examine critical information technology assets and personnel resources and determine the impact on the school operations for each asset and resource that is unavailable or damaged.
- d. Document damaged facilities, lost equipment, resources used and special personnel expenses that will be required for insurance claims and requests for state and federal assistance.
- e. Provide detailed facilities data to the school district office so that it can estimate temporary space reallocation needs and strategies.
- f. Arrange for ongoing status reports during the recovery activities to estimate when the educational program can be fully operational and -identify special facility, equipment and personnel issues or resources that will facilitate the resumption of classes.
- g. Educate school personnel, students and parents on available crisis counseling services.

The school district will:

- a. Identify recordkeeping requirements and sources of financial aid for state and federal disaster assistance.
- b. Establish absentee policies for teachers/staff after an incident.
- c. Establish an agreement with mental health organizations to provide counseling to students and their families after the incident.
- d. Develop alternative teaching methods for students unable to return immediately to classes: correspondence classes, videoconferencing, telegroup tutoring, etc.
- e. Create a plan for conducting classes when facilities are damaged (alternative sites, half day sessions and portable classrooms).
- f. Get stakeholder input on prevention and mitigation measures that can be incorporated into short-term and long-term recovery plans.

C. Communication Tools

Some common internal and external communication tools that the River Valley School District may use include the following:

1. **Standard telephone:** The River Valley School District has designated a school telephone number as a recorded “hotline” for parents to call for information during incidents. The goal is to keep other telephone lines free for communication with first responders and others.
2. **Cellular telephone:** These phones may be the only tool working when electric service is out. They are useful to the faculty/staff en route to or from a site.
3. **Intercom systems:** The intercom system includes teacher initiated communication with the office using a handset rather than a wall-mounted speaker.
4. **Bullhorns and megaphones:** A battery powered bullhorn is part of the school’s emergency “Go Kit” to address students and staff who are assembling outside the school. Procedures governing storage and use will help ensure readiness for use.
5. **Two-way radio:** Two-way radios provide a reliable method of communication between rooms and building at a single site. All staff will be trained to understand how to operate a two-way radio.
6. **Computers:** A wireless laptop computer maybe used for communication both within the school and to other sites. E-mail maybe a useful tool for updating information for staff, other schools in an affected area and the superintendent and/or designee. An assigned staff member(s) will post information such as school evacuation, closure or relocation on the homepage of the school and/or district website (social media sites may also be utilized).

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7. **Fax machines:** May be used when lists of students and staff members involved, their locations and needed telephone numbers can be quickly and accurately communicated.
8. **Alarm systems:** Bells or buzzers are in place and sound in different ways to signal different types of incidents – for example, fire, lockdown or special alert (with instructions to follow). All staff/faculty, support staff, students and volunteers will be trained on what the sounds mean and how to respond to them.
9. **Whistles:** Whistles should be included in the “Go Kits” in order to signal a need for immediate attention or assistance.

IX. Administration, Finance and Logistics

A. Agreements and Contracts

If school resources prove to be inadequate during an incident, **River Valley School District** will request assistance from local emergency services, other agencies and industry in accordance with existing mutual aid agreements and contracts. Such assistance may include equipment, supplies and/or personnel. All agreements will be entered into by authorized officials and should be in writing, whenever possible. Agreements and contracts should identify the school district officials authorized to request assistance pursuant to those documents.

The agreements and contracts pertinent to emergency management that this school is party to are included in the Pre-Determined Sites and Agreements Annex.

B. Reports

1. Initial Emergency Report

This short report should be prepared and transmitted by the School Commander from the Incident Command Post (ICP) when an ongoing incident appears likely to worsen and assistance from local emergency services may be needed. This may be the verbal report given to a dispatcher when 911 is called.

2. Situation Report/Incident Action Plan

A daily situation report should be prepared and distributed by command during major emergencies or disasters and may be included as part of the day’s Incident Action Plan (IAP).

3. After Action Report (AAR)

An After Action Report (AAR), recapping the entire event will be created after all significant emergencies.

C. Records

The School Commander will maintain accurate logs recording key incident management activities including:

1. Activation or deactivation of emergency facilities.
2. Emergency notifications to local emergency services.
3. Significant changes in the emergency situation.
4. Major commitments of resources or requests for additional resources from external sources.
5. Issuance of protective action recommendations to the staff and students.
6. Evacuations.
7. Casualties.
8. Containment or termination of the incident.

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D. Incident Costs

The River Valley School District is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations. This shall be done in accordance with the established local fiscal policies and standard cost accounting procedures.

The ICS Finance and Administration Section is responsible to maintain records summarizing the use of personnel, equipment and supplies during the response to incidents, to obtain an estimate of annual emergency response costs that can be used in preparing future school budgets.

For major emergencies or disasters the school participating in the emergency response shall maintain detailed records of costs for emergency operations to include:

1. Personnel costs, especially overtime costs
2. Equipment operations costs
3. Costs for leased or rented equipment
4. Costs for contract services to support emergency operations
5. Costs of specialized supplies expended for emergency operations

These records may be used to recover costs from the responsible party or insurers or as a basis for requesting financial assistance for certain allowable response and recovery costs from the state and/or federal government.

E. Preservation of Records

In order to continue normal school operations following an emergency situation, vital records must be protected. These include legal documents, student files, as well as property and tax records. The principle causes of damage to records are fire and water; therefore, essential records should be protected accordingly. The River Valley School District is responsible for protecting and preserving its vital records and will include protection of vital records in its Standard Operating Procedures (SOP) and its Continuity of Operations Plan (COOP).

If records are damaged during an emergency situation this school will seek professional assistance to preserve and restore them.

F. Post-Incident and After Action Review

The superintendent and/or his/her designee, School Safety committee (SCHOOL SAFETY COMMITTEE), School Commander and Building Response Team are responsible for organizing and conducting an after action review following the conclusion of a significant emergency event/incident. The review will entail both written and verbal input from all appropriate school participants and first response agencies. An After Action Report (AAR) will be created and where deficiencies are identified, school personnel will be assigned responsibility for correcting the deficiency and a due date shall be established for that action.