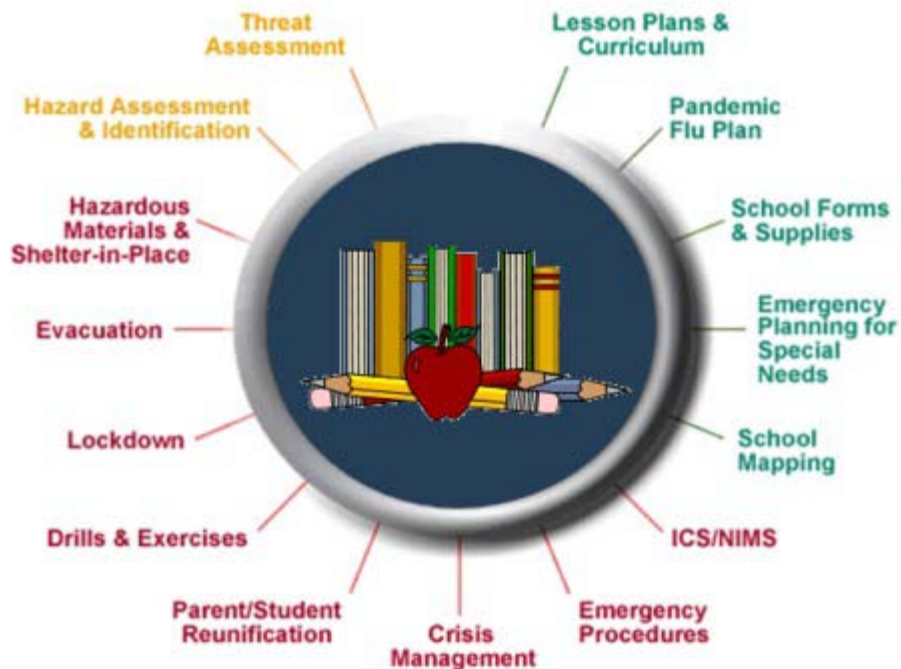


# State of Delaware Model School Incident Response Plan



The State of Delaware Model School Incident Response Plan is the centerpiece of a collaborative effort to develop a comprehensive approach to threat assessment and consequence management for the public and private schools in Delaware. Each and every school within the state faces a variety of threats ranging from natural hazards, such as floods and tornadoes, to fires, to hazardous materials spills, to active shooter threats such as those experienced at Columbine High School and Virginia Tech University. It is important that each school be aware of its threats and is prepared to manage any contingency that presents itself. The concepts embodied in this plan will provide the basis upon which any school can develop a team approach to managing incidents that impact the campus, its staff, or its students.

This plan is NIMS compliant as required by HSPD-5, dated February 28, 2003.

**This document was developed jointly by:**

*Delaware Department of Education*

*Delaware State Police*

*Delaware Information Analysis Center*

*Delaware Emergency Management Agency*

*Red Clay Consolidated School District*

*Seaford School District*



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## **WHAT IS THE NATIONAL INCIDENT MANAGEMENT SYSTEM?**

NIMS is a national framework for managing incidents and emergencies. It dictates the use of common concepts and protocols to manage incidents so that multiple agencies (including schools) can operate together to effectively manage those incidents. The President has ordered that ALL organizations that receive federal funding SHALL utilize the National Incident Management System in their emergency plans to support more effective response to emergencies. During the summer of 2009, a workgroup in Delaware, which included representatives from the Delaware Department of Education, Delaware Emergency Management Agency, Delaware State Police, and Seaford and Red Clay School Districts, created a program to integrate NIMS procedures into planning within all Delaware schools.

The concepts outlined in this manual are NIMS-compliant and members of each School Incident Management Team should become familiar with the concept of NIMS, how the forms are used to effectively manage an incident, and how to use the training materials outlined in this manual to implement the plan in their school.

One of the core components of NIMS is the Incident Command System, or ICS. ICS is a standardized approach to the management of incidents – one that is extremely flexible and scalable to any size emergency. You will discover that ICS is simply an organized way of performing some tasks which you already perform during emergencies, but now are documented in a plan or on an organization chart. The concepts embodied in ICS work regardless of the size of an incident, from a classroom fight to a hazardous materials leak that forces the school to be evacuated; only the number of people performing certain jobs changes.

For example, during a classroom disruption, the teacher is the Incident Commander. He or she will make sure the students that are not involved in the disruption are safe, attempt to contain the disruption, determine how to move forward after the disruption and communicate what happened during the incident with their superiors. All functions covered under ICS and all that would be performed by more than one person if the incident were larger in scale. ICS can grow with the incident; it is adaptable which is why it works so well as a tool for managing your emergency.

Make sure that before you refer to the scenarios contained in the later sections of this manual, you have successfully completed the required initial training. The terms and concepts for the remainder of the manual all use ICS as a basis so you will not understand the information without having completed the initial training. Please use the resources listed under Training as well as your local school district office/charter school and/or emergency management agency to avail yourself of additional training.

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## INITIAL TRAINING

All members of the District/Charter school and School Incident Management Team MUST complete the FEMA NIMS ICS 100 for Schools training course. This course may be taken at home or in school via the FEMA training website at the following URL:

<http://training.fema.gov/EMIWeb/IS/IS100SCA.asp>

Click the link marked “Interactive web Based Course” in the upper right hand corner of the page to take the course. There are several quizzes throughout the course and a final exam. Once you have successfully completed the course, FEMA will email your certificate of completion. Once all of the members of your Team have finished the course, your school will be NIMS compliant, right? Wrong! Now you will have to review the procedures in the remainder of the manual and have some training as a group to make sure that everyone is comfortable with the roles and responsibilities that they will assume during an event.

Contact your county emergency management agency to arrange a tabletop exercise with your Team. Practice using the ICS 207 Organization Chart to assign roles during the incident (See Appendix 2). During the year, as emergencies occur, use the system to organize your response to each incident. During the school year reinforce during occasional Incident Management Team meetings the importance of practicing with ICS. Over time it will become second nature and you will begin using the system without thinking about it.

### **Public Information Officers/Media Relations**

Whenever an incident of any magnitude occurs at a school, the media *will* show up to cover it. It is essential that school representatives who interface with the media understand how they work, what drives their news cycles, and how to deliver your critical information in such a manner that it is conveyed to the general public. Failure to understand this and/or communicate effectively could lead to a public relations disaster on top of any physical disaster that impacts the school.

Appointed Public Information Officers (PIOs) should be personnel who have some experience with the media if at all possible. Personnel designated as PIOs should, in addition to the course listed above, have the IS702 – FEMA NIMS Public Information Course, which can be found at:

<http://training.fema.gov/EMIWeb/IS/IS702.asp>

## **DELAWARE SCHOOL INCIDENT COMMAND SYSTEM POSITION DESCRIPTIONS/RESPONSIBILITIES**

The following position descriptions are provided to allow you to understand the functions that might become necessary during a large incident occurring within your school. While you may not activate individual people in all of these positions, to one degree or another, most of these functions must be addressed in any incident that occurs on school grounds.

### **COMMAND STAFF**

**Incident Commander:** The Incident Commander is always the Principal or designee (generally the senior-most staff member on the incident scene), and operates from the Command Post. The I.C. is responsible for managing the totality of the incident, ensuring the safety of the students and staff, and has the authority to make immediate decisions on the part of the entity. If local emergency response agencies are involved, the I.C. integrates school operations with those of the emergency responders under a Unified Command arrangement.

**Liaison to School District/Charter School and/or State Department of Education.** This individual acts as a nexus between the school/incident site and the school district office/Charter School. If appropriate, there may be an additional liaison between the local school and the Delaware Department of Education (though one person can serve both roles). The primary role of this individual is to ensure that A) these officials are kept in the loop as to what is taking place at the school, B) ensuring their input is brought to the attention of the Incident Commander, and C) ensuring they do not interfere with the critical operations of the IC and his/her staff.

**External Affairs Officer** (sometimes referred to as a Public Information Officer): This person is the primary “public face” of the school in the media and acts as its primary spokesperson, and is in charge of all press conferences and media contacts. No other individual from the school should speak to the media without coordinating it through the EAO. The EAO also coordinates all other external information exchange, to include incoming phone calls from the media, parents, and other concerned parties. This person should have some training and/or experience in dealing with the media. This person may be assigned by the School District Office/Charter School (if one exists).

**Call Team:** The Call Team is a group of individuals who accept and handle incoming phone calls from external entities, and/or notifies external parties about an incident (such as parents). For example, the Call Team might be used to notify parents to come pick children up, or notify parents that their children have been evacuated to another school and should be picked up there.

**Legal Officer:** The Legal Officer is an attorney, and should be present to provide guidance to the Incident Commander regarding the legal ramifications of decisions, especially for incidents involving injuries and/or fatalities. For multi-school systems, this may be a representative from the district office/Charter School.

**Incident Safety Officer:** The Safety Officer’s responsibility is to ensure that all response actions are conducted in as safe a manner as possible given the particulars of the incident. The Safety Officer has the authority to bypass the chain of command when necessary to correct unsafe acts (such as ordering

the removal of all personnel operating in an area that suddenly becomes unsafe). The ISO is responsible for responder safety. Student safety is the responsibility of the Operations Section Chief.

#### **GENERAL STAFF OPERATIONS SECTION**

**Operations Section Chief:** The OSC is responsible for coordinating and managing all of the operational aspects of the incident. Within a school ICS framework, the “operational” framework includes any activity involving hands-on contact with students, to include safety & security, search and rescue, medical care, student accountability, etc.

**Safety & Security:** This function ensures appropriate safety and security measures are maintained during the incident, to include physical security of the plant, enforcement of lockdowns, operation of security cameras and protocols, etc.

**Search & Rescue:** Search and Rescue functions must be performed by local staff until public safety officials arrive on the scene. Immediate action by staff members may result in the saving of lives in the absence of on-scene rescue capabilities. SAR ensures appropriate safety protocols are followed during operations. SAR may also be responsible for clearing a school following the issuance of an evacuation order (perhaps in conjunction with Safety & Security).

**Health & Medical:** The Health and Medical function is performed/overseen by the school nurse or equivalent authority (perhaps a first trained staff member or teacher), and is responsible for ensuring all injured students and staff members are cared for until the arrival of EMS units at which time responsibility is handed off to them. The H&M Coordinator is responsible for arranging for crisis counseling of students/staff members when appropriate.

**Crisis Counseling:** Any major incident is likely to produce psychological issues among the staff and students. The CC Coordinator must ensure appropriate crisis counselors are on hand to deal with student/staff needs. The CC may be a contract worker who reports to the H&M Coordinator.

**Student Care:** Individual teachers are responsible for their classroom and its children, and must take roll as soon as practical, and must report results to a Student Care Coordinator. The SCC ensures that any missing students are brought to the attention of the Incident Commander and rescue personnel (if appropriate). The SCC is also responsible for ensuring critical information is delivered to the teachers from the IC, such as evacuation orders, shelter in place orders, etc.

**Release Coordinator:** The Release Coordinator is responsible for implementing the school’s procedure for reuniting students with parents or guardians, and/or authorizing departure of students with their own means of transportation.

## **GENERAL STAFF PLANNING SECTION**

**Planning Section Chief:** The PSC is responsible for the collection, evaluation, documentation, and distribution of information and intelligence related to the incident, and for developing plans to implement evacuations and other actions directed by the Incident Commander.

**Student Accounting:** The Student Accounting Coordinator is responsible for maintaining a running list of which students are unaccounted for, which have been transported to off site locations (including other schools, hospitals, jail, etc.).

**Staff Accounting and Assignments:** The Staff Accounting and Assignments Coordinator is responsible for accounting for all teachers and staff members at the school, and for routing assignments to them from the Incident Commander, Operations Section Chief, or other competent authority.

**Evacuation Coordinator:** The Evacuation Coordinator is responsible for making contact with the paired school and ensuring that it is ready to accept evacuees. The EC will also order the appropriate number of busses, drivers, and other transportation assets from the Logistics Section, and will work with teachers to implement the evacuation plan.

**Off-Site Liaison:** The Off-Site Liaison is a school representative sent ahead to the evacuation site to coordinate evacuation and reception operations with that facility. The OSL reports to the EC and they collectively work out any issues associated with the evacuation.

**Planning & Analysis:** The Planning and Analysis Coordinator (or Unit, if multiple people are involved) develops and writes the plans related to the incident. P&A may write the plan for the evacuation, for example, as well as plans for the recovery of the school, reopening, etc. P&A may also perform any analytical functions (i.e., analyzing evacuation times to see if future performance can be enhanced). P&A is also responsible for updating and maintaining site maps, floor plans, informational displays, and other materials necessary to support response operations.

**Recording & Documentation:** The R&D function is responsible for ensuring appropriate records are maintained regarding the incident (i.e., all of the ICS Forms completed, student accountability worksheets, etc.)

## **GENERAL STAFF LOGISTICS SECTION**

**Logistics Section Chief:** The Logistics Section Chief is responsible for ensuring all of the logistical support for the incident is undertaken in an effective manner. Logistical support includes all functions required to support the Incident Commander and the Operations Section in the performance of their duties, including ensuring the facilities, equipment, vehicles, etc., are available and in operable condition. Typically, the Logistics Section Chief is the senior Custodian, but may be any senior staff member who's familiar with the daily operational flow at the school.

**Facilities Coordinator:** The Facilities Coordinator (usually the school custodian or his/her assistant if the Custodian is the Logistics Chief) is responsible for the management of all aspects of the school plant and physical grounds, including the structure, electrical and HVAC systems, fire and safety alarms, etc.

**Transportation Coordinator:** The Transportation Coordinator is responsible for securing busses and other vehicles to support school emergency operations, to include evacuation, as well as coordinating the movement of busses and other vehicles around and through the campus.

**Staging Area Coordinator:** Staging Area Coordinators are responsible for cordoning off areas used to stage busses and other vehicles in support of incident operations on school grounds and coordinating traffic flow into and out of the staging area. The Staging Area is typically some distance away from the incident itself. Emergency responders will establish and manage their own staging areas, which may be on or off campus.

**Traffic Control Coordinator:** The Traffic Control Coordinator is responsible for ensuring efficient traffic movement through the campus of the school. The TCC works closely with local law enforcement once they arrive, and may abdicate responsibility for on campus traffic if appropriate. The TCC should remain with the law enforcement officer to assist in identifying who is or is not authorized to enter the campus.

**Feeding Coordinator:** The Feeding Coordinator is responsible for ensuring all students and staff (and emergency workers, if appropriate) are fed during an incident spanning sufficient time periods (determined by the Incident Commander). This person is typically the Kitchen Supervisor, but may be any supervisory kitchen personnel.

**Communications Coordinator:** The Communications Coordinator is responsible for ensuring all internal communications resources are in working order and/or arranging for additional communication support if necessary to support the incident. If the school has portable radios, the CC is responsible for them, along with ensuring sufficient charged batteries are available. The CC also handles any issues that arise with the school's telephone systems.

**Supplies & Acquisition Coordinator:** The Supplies and Acquisitions Coordinator is responsible for buying or acquiring anything the school doesn't already own needed to support the incident. This can be through existing contracts, or through sending someone to a store to buy something.

**GENERAL STAFF  
FINANCE & ADMINISTRATION SECTION**

**Finance & Administration Section Chief:** The Finance and Administration Section provides the administrative support functions to the incident, including cost management, claims processing, and coordinating the basic administrative functions required to support the operation. The Finance and Administration Section Chief should be a senior staff member who's familiar with or manages the daily administrative operations for the school.

**Cost & Accounting Coordinator:** The Cost & Accounting Coordinator is responsible for documenting all costs associated with the incident. This includes any outright costs (such as items purchased), personnel costs, transportation costs, costs associated with physical damages to the building or its contents, etc. The CAC should be able to produce reports and spreadsheets demonstrating these costs for a variety of purposes, and may also be responsible for processing purchase orders and related paperwork.

**Claims Coordinator:** This person is responsible for receiving and processing any claims made against the school related to the incident, including those submitted by insurance companies, emergency response agencies (some bill for services). The District Office/Charter School may assign this role.

**Administrative Services Staff:** The Administrative Services Staff provides routine administrative services to support incident response. This might include photocopying, message delivery, reception services, and other services not provided by another part of the ICS structure.

## A NOTE ABOUT THE SCENARIOS

There is no such thing as a standard emergency. Each one is different; these scenarios are NOT check lists. They are descriptions of what each member of the Incident Management Team should consider when planning how their team will perform its assigned task. The system will adapt to whatever the emergency, just because it is not addressed as a scenario in this manual does not mean that you should not use NIMS.

The key is to remain calm and use the resources of your IM Team to manage the crisis, not allow the crisis to manage you. Your priorities in ANY emergency are always, preserve the lives and safety of your students and staff, and attempt to limit any property damage. Those two key concepts are the main purpose behind incident management and making decisions during any emergency.

During Each Incident:

- Remember to get help when you need it! In the event of life threatening emergency, Call 911 immediately!
- Set up your command post somewhere that is visible but will not be affected by the emergency. It should be safe at all times and convenient for staff to locate the IC.
- Fill out a NIMS 207 (Your Planning section Chief should do this) each time you have an incident. Remember, your team should already know what to do and who should do it when an emergency occurs. If someone is out, make sure the alternate knows that they will assume that role!
- Use the Planning Document to set up priorities.
- Communicate with the District Office/Charter School and responding support agencies. Make sure they know what you have done and what you are currently doing.
- Always prioritize decisions based on the protection of students and staff from harm then by protecting the property from further damage.

**INCIDENT MANAGEMENT RATIONALE:  
ACTIVE SHOOTER**

**Scenario:** A person or persons are actively firing weapons in a school.

**Incident Manager:** Immediately notify 911 and the main priority for the IM is to insure that as many students are secured in place as possible. Although accountability will be crucial, the initial priority is insuring that the threat has been communicated and all classrooms are secured. Remember there will NOT be a mass evacuation of the school once the police arrive, it will be staged and take time. Logistics and Planning Sections will be the areas of primary responsibility for this scenario. Use the lockdown code to initiate the lockdown.

**Public Information Officer:** The District/Charter School PIO will be dispatched and will assist during the incident. All media requests will be directed to the PIO.

**Safety Officer:** As soon as possible, even during the actual incident if possible, begin a total accountability assessment. Locations of students who were transient during the incident will be a priority once the shooting situation itself is resolved.

**Operations Section:** Once the police have intervened, Operations Section will support any of the Unified Command needs, such as escorting officers to infrastructure items and assisting in searching and locating students. Once the EMS triage process begins, Student Accountability and Health and Medical branches should be activated to support the Unified Command.

**Planning Section:** Provide accountability assessment to Unified Command; begin planning for a possible off site evacuation center to support law enforcement interviews and parent reunification.

**Logistics Section:** Search and secure the evacuation area defined by the Unified Command (it may NOT be your regular site due to the increased presence of law enforcement and EMS personnel.) Prepare for the staged evacuation of students.

**In The Classroom:** Faculty members should insure that the interior windows to classrooms that are visible from hallways are covered and the doors secured. If possible students should be moved to an area of the classroom that is not visible or accessible from the inside hallway. Make sure that outside blinds are NOT closed.

## **INCIDENT MANAGEMENT RATIONALE BOMB THREAT**

**Incident Commander:** After an Initial Threat Assessment and your determination to evacuate and search, remember that the evacuation area **MUST** be checked for possible secondary devices **BEFORE** evacuating. After the students are cleared, support the Operations Chief as the device search is the primary objective until Public Safety personnel arrive and the Unified Command is created. District Office/Charter School **AND** Police **MUST** be informed of the receipt of a Bomb Threat.

**Public Information Officer:** The District/Charter School PIO will be dispatched and will assist during the incident. All media requests will be directed to the PIO.

**Operations Section:** After the decision to evacuate, the Device Search Teams should check the evacuation routes and locations **BEFORE** students evacuate to insure they are secure. After the evacuation, the device search and management of the evacuated students are the primary missions of Operations during this incident. The Release Coordination Team should be activated in cooperation with the Plans Section Student Accountability Unit if a dismissal is approved.

**Planning Section:** Once student and staff accountability functions are completed, maintaining effective coordination of the evacuation site will be the primary function of Plans during this incident.

**Logistics Section:** This section should be posted if the incident is determined to become a long term event or student dismissal is a possibility, then the positions for Transportation coordination and staging area management must be assigned. If Police dogs are utilized for a search, Logistics should provide support for the dogs and handlers such as water supplies and a secure area for dogs to rest between sweeps.

**Person receiving the threat **MUST** fill out the Bomb Threat Phone Checklist. See Appendices for form. Print form and keep by each clerical telephone.**

## **INCIDENT MANAGEMENT RATIONALE FIRE EMERGENCY**

**Incident Commander:** The evacuation is the immediate task that should be considered. For short term incidents, the Operations Section should be supported in locating and extinguishing the fire as well as managing the evacuation and care of students. In the event of a long term incident preparations for accountability and Damage Assessment Teams should be prepared to assist the Fire Service units and the initiation of Unified Command upon their arrival.

**Public Information Officer:** The District/Charter School PIO will be dispatched and will assist during the incident. All media requests will be directed to the PIO.

**Operations Section:** If this is a small fire or short term incident, Operations shall focus on student safety and security as well as Field Operations locating the fire and extinguishing if possible or providing location information to IC as soon as possible.

**Planning Section:** Student and staff accountability (including correct locations of all students and staff) will be the primary task of Plans during this event. If the event is a large fire and the possibility of offsite evacuation or dismissal exist, Planning & Analysis shall coordinate with Evacuation Coordination and the Off Site Liaison to insure the safe relocation of the students and staff.

**Logistics Section:** In the event of a large scale incident, this Section and both branches (Service and Support) shall be fully staffed. The Service Branch provides direct services for the entire response, including providing security for the entire campus and communications as necessary. The Support Branch will provide indirect support for all operations, including supplies for Unified Command and operate the Staging Areas.

**Finance Section:** This section will need to begin record keeping immediately including tracking requests made from UC for resources and begin receiving information from Operations Damage Assessment Teams for the Claims Unit to document for later processing.

**INCIDENT MANAGEMENT RATIONALE  
HAZARDOUS MATERIALS RELEASE**

**Scenario:** A hazmat spill or release has occurred. Chemicals or vapors may cause an issue in the school.

**Incident Manager:** The priority is to evacuate students from the affected area as soon as possible, the IM should consider a total evacuation until the nature of the spill or release is determined. Health and Medical Branches should be supported early on as medical triage may be necessary. Notify the District Office/Charter School and 911 if necessary.

**Public Information Officer:** The District/Charter School PIO will be dispatched and will assist during the incident. All media requests will be directed to the PIO.

**Safety Officer:** This will be the primary focus of this scenario until the release is secured and the evacuation is concluded.

**Operations Section:** Safety and Security Teams should insure that the area around the spill is secured. The Health Branch should prepare a triage center in an area designated by the IM to support evaluation of any possible exposure patients.

**Planning Section:** Determine what the release or spill is and what actions are required to address the release. Coordinate possible off site evacuation center use if the event is going to become long term in nature.

**Logistics Section:** Facilities Branch should shut down all internal air supplies until the nature of the spill or release is determined. Support the locations of fire and EMS resources as needed.

## **INCIDENT MANAGEMENT RATIONALE LOCKDOWN**

**Scenario:** A threat inside the school requires immediate lockdown of all classrooms.

**Incident Manager:** Once the IM performs a Threat Assessment and determines the need to lock the school down, the code should be utilized on the PA system. The IM will have two real concerns, continuing to reassess the threat that created the lockdown and insuring that the lockdown procedure has been implemented and accountability is being performed. The District Office/Charter School should be notified immediately and the determination made regarding the need for 9-1-1 intervention.

**Public Information Officer:** The District/Charter School PIO will be dispatched and will assist during the incident. All media requests will be directed to the PIO.

**Safety Officer:** This will be the primary focus of this scenario until the threat is eliminated and the lockdown is cleared.

**Operations Section:** Safety and Security Branch should be used to check all of the common spaces and insure that students are placed into secure classrooms as soon as possible. Results of the search should be communicated to Planning Section to be included in the Accountability Report.

**Planning Section:** Provide accountability assessment to IM as soon as possible. Verify location of transient students to insure that they are accounted for in the Accountability Report.

**Logistics Section:** Post as required. Should support the Planning Section with communications if this Section is staffed.

**In the Classroom:** Faculty members should insure that doors are locked and interior windows are covered. Make sure that outside blinds remain open and keep students calm during the event. Limit their use of cell phones during this event until it is clear what the issue is that lead to the Lockdown.

## **INCIDENT MANAGEMENT RATIONALE EXTERNAL LOCKDOWN**

**Scenario:** A threat from outside the school has been communicated. For example, police activity in the immediate area of the school.

**Incident Manager:** Once the need for an External Lockdown has been communicated, the Operations Section should be posted to use Safety and Security Team members to insure the outside access points are secured. The secretary should be notified to not allow access through the main entrance until the situation is assessed and stable. The IM should make contact with the District Office/Charter School to review the threat and determine what steps are necessary to address it. In an elementary school, the playground should be secured and students returned inside the school building as soon as possible. All inside school functions should continue as routine unless the threat warrants a complete lockdown.

**Public Information Officer:** The District/Charter School PIO will be dispatched and will assist during the incident. All media requests will be directed to the PIO.

**Safety Officer:** This will be the primary focus of this scenario until the threat is eliminated and the lockdown is cleared.

**Operations Section:** In an elementary School, evacuating any students on the playground is the first priority of Operations. Once any outside students are in the school, Safety and Security should check and report to the Operations Section Chief once all outside doors are secured. Classroom teachers should close all outside blinds to avoid outside inspection of classrooms by possible threats.

**Planning Section:** Support other sections as required.

**Logistics Section:** Support other sections as required, to include supporting the Planning Section with communications if this Section is staffed.

**INCIDENT MANAGEMENT RATIONALE**  
**SHELTER-IN-PLACE: NATURAL HAZARDS EMERGENCY**

**Incident Commander:** If the event is immediate, the primary mission is accounting for students being secured in safe areas. If time permits, support the Operations Teams in the Field Branch in quickly implementing mitigation procedures.

**Operations Section:** If timing permits the Field Operations Branch should be utilized for mitigation efforts, such as taping windows and securing doors before the event has an effect on the school. After the event has occurred and prior to students being released from Shelter In Place locations, these team members will also provide a damage assessment to insure that all areas of the school are safe for occupancy. As always the primary mission of the Section is providing safety and security of the students and staff.

**Public Information Officer:** The District/Charter School PIO shall be informed and all media inquiries referred to his/her office.

**Planning Section:** Student and staff accountability (including correct locations of all students and staff) will be the primary task of Plans during this event. The Planning and Analysis team should maintain timing records and task completion records to support the Accountability Branches.

**Logistics Section:** Provide support to the other sections as required.

## **INCIDENT MANAGEMENT RATIONALE UTILITY FAILURE**

**Scenario:** Power to the facility has been lost.

**Incident Manager:** Determine what the nature of the failure is; is it internal to the school or external? How long will the failure last? Contact District/Charter Schools Facilities for support and notify the District Office/Charter School. Planning and Logistics will be critical Sections for this scenario. Depending on the nature of the failure, the District Office/Charter School and IM should consider early dismissal or off site relocation (unless the alternative site is also affected by the failure.)

**Public Information Officer:** The District/Charter School PIO will be dispatched and will assist during the incident. All media requests will be directed to the PIO.

**Safety Officer:** Areas of the school that are completely without power and may have limited emergency lighting should be checked for students and secured if possible.

**Operations Section:** Determine what functions of the school are available and what functions are affected. For instance, if access control points do not function, post the Safety and Security Branch to monitor entry points that cannot be secured manually. In the event of early dismissal, Operations shall be responsible for Student Release and Reunification.

**Planning Section:** The Planning Section should make plans for either extended school operations with limited power, early dismissal or alternative site relocation. Logistics and Planning should coordinate plans and recommend the best alternative to the IM.

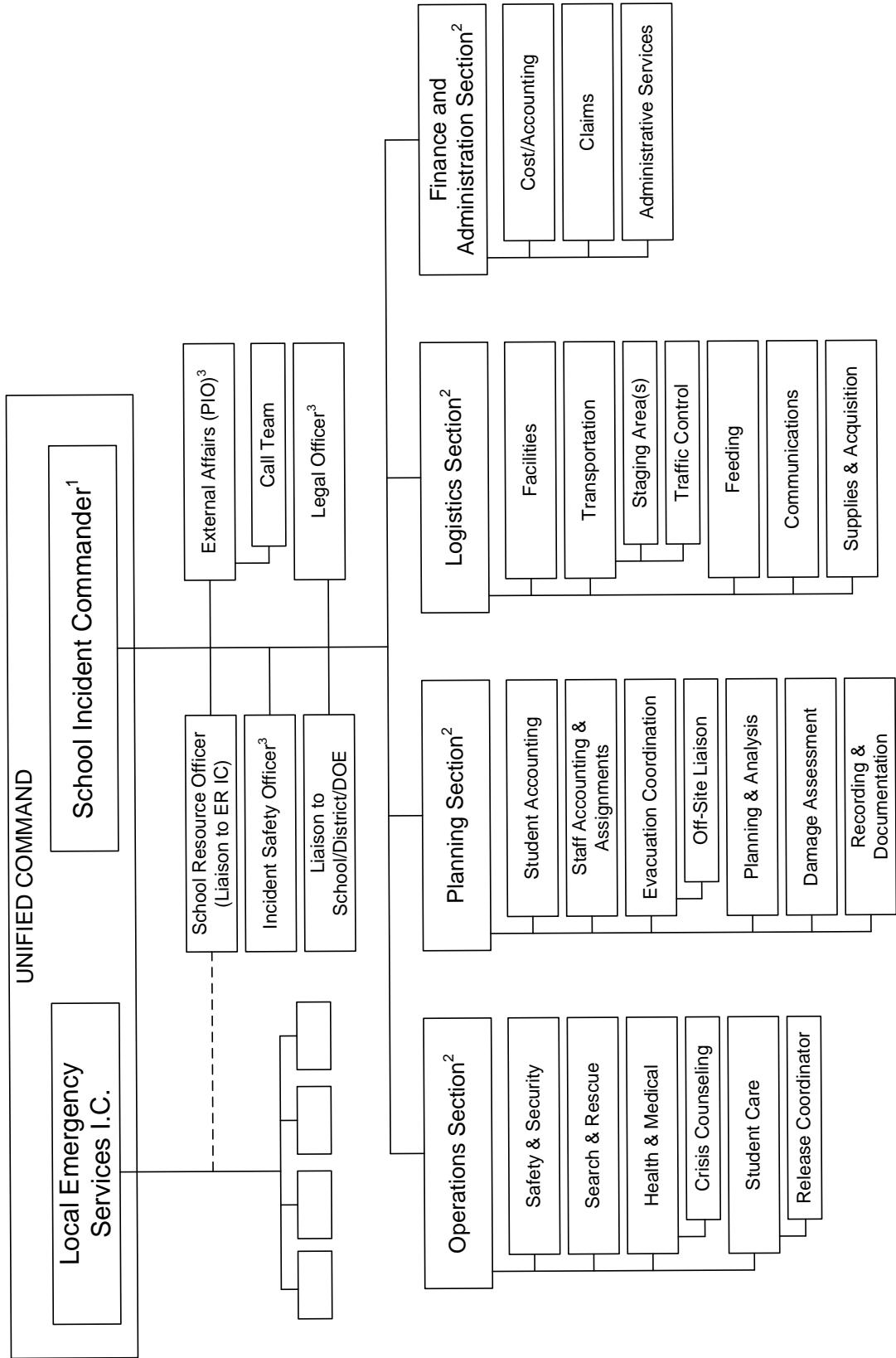
**Logistics Section:** If the failure occurred during or close to the lunch period, this section should assist in determining how to support the cafeteria staff in meal preparation and distribution.

## **FORMS AND APPENDICES**

1. School ICS Organization Chart (ICS 207)
2. School ICS Planning Form (ICS 207)
3. Bomb Threat Assessment Checklist
4. Useful Phone Numbers
5. Staff CPR/First-Aid Training List
6. Evacuation Area
7. Alternate Building Location
8. Staff Skills Inventory



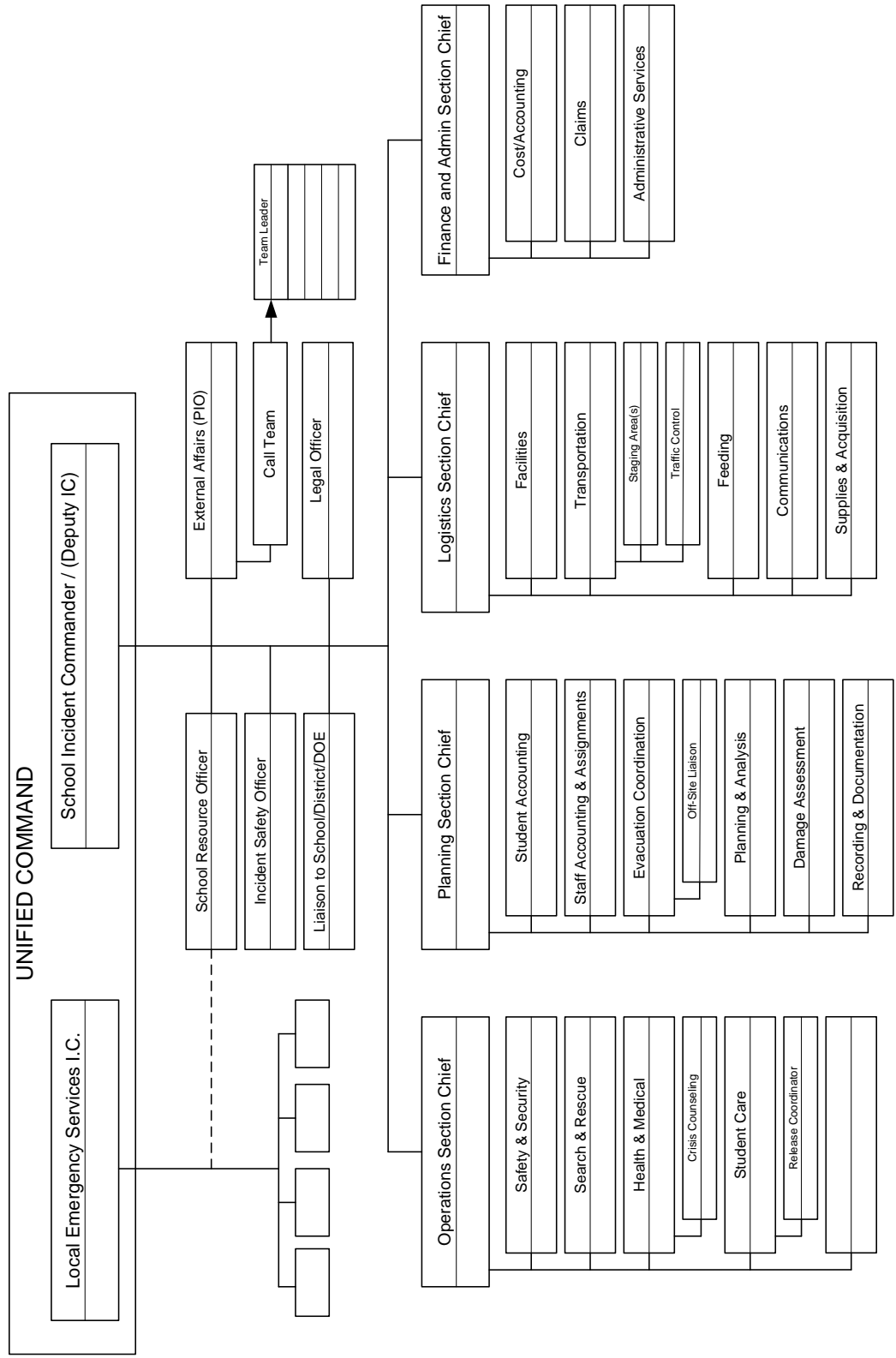
**APPENDIX 1  
SCHOOL INCIDENT ICS ORGANIZATIONAL CHART**



1 IC should be the Principal or most senior official on site  
 2 Section Chiefs should be Assistant Principals or other senior school staff  
 3 May be detailed from the District Office/Charter School

Incident Organization Chart

Incident Name:	Date Prepared:	Time Prepared:
Operational Period:	Operational Period Date/Time: From: _____ To: _____	



Prepared By: (Name/Title)	Approved By: EOC Director:
------------------------------	-------------------------------



**APPENDIX 3  
BOMB THREAT ASSESSMENT CHECKLIST**

Phone number that received threat: \_\_\_\_\_

Name of Person Receiving call \_\_\_\_\_

Date \_\_\_\_\_ Time \_\_\_\_\_

Location \_\_\_\_\_

**Questions to Ask:**

Where is it right now? \_\_\_\_\_

What does it look like? \_\_\_\_\_

What kind of bomb/device is it? \_\_\_\_\_

What will cause it to explode/activate? \_\_\_\_\_

Did you place the bomb/device? \_\_\_\_\_

Why? \_\_\_\_\_

What is your name? \_\_\_\_\_

Exact wording of threat:  
\_\_\_\_\_  
\_\_\_\_\_

**Description of Caller:**

Sex: \_\_\_\_\_ Estimated Age: \_\_\_\_\_ Length of Call: \_\_\_\_\_

**Callers Voice:**

Calm	Angry	Excited	Slow	Rapid	Soft	Loud
Laughter	Crying	Normal	Distinct	Slurred	Nasal	Stutter
Deep Breathing	Clearing Throat	Lisp	Raspy	Ragged	Whisper	
Deep	Cracking Voice	Disguised	Accent			

**Language:**

Well Spoken, Educated	Foul	Irrational	Message Being Read	Taped Message
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**Background Sounds:**

Street Noise	House Noise	Voices	PA System	Music	Static	Clear
Motors/Engines	Office Machines	Factory	Trains	Airplanes		
Long Distance	Local	Phone Booth				

**APPENDIX 4  
IMPORTANT EMERGENCY NUMBERS**

<b>Local Police, Fire, or EMS</b>	<b>EMERGENCY</b>	<b>911</b>
<b><u>Referrals</u></b>		
<b>Helpline</b>	<b>Statewide</b>	<b>800-464-4357</b>
<b><u>Crisis Intervention</u></b>		
<b>Contact/Rape Crisis Contact</b>	<b>Statewide</b>	<b>302-761-9100/800-262-9800</b>
<b>Suicide Prevention/Mobile</b>	<b>NCC</b>	<b>302-577-2484</b>
<b>Crisis Intervention</b>	<b>Toll Free/Kent/Sussex</b>	<b>800-345-6785</b>
<b><u>Victim Assistance</u></b>		
<b>Delaware Victim Center</b>	<b>Toll Free/After Hours</b>	<b>800-842-8461</b>
	<b>NCC</b>	<b>302-995-8510</b>
	<b>Dover</b>	<b>302-697-3602</b>
	<b>Georgetown</b>	<b>302-856-5296</b>
	<b>Milford</b>	<b>302-422-1562</b>
<b>Latin American Com. Center (domestic violence hotline)</b>	<b>NCC</b>	<b>302-762-6110</b>
<b>Martha's Carriage House/Sarah's House (domestic violence shelters for female victims)</b>	<b>NCC</b>	<b>302-762-6110</b>
<b>Family Violence Hotline</b>	<b>Kent/Sussex</b>	<b>302-422-8058</b>
<b>Hazardous Materials/Poison</b>		
<b>To report hazardous materials leak or spill</b>	<b>Statewide/24 Hours</b>	<b>800-662-8802</b>
<b>Poison Control Center</b>	<b>Statewide</b>	<b>800-722-7112</b>
<b><u>Disaster Assistance</u></b>		
<b>American Red Cross</b>	<b>NCC</b>	<b>302-656-6620</b>
	<b>Kent/Sussex</b>	<b>800-777-6620</b>



**APPENDIX 5  
CPR/FIRST-AID CERTIFIED PERSONNEL**

<b>Name</b>	<b>Location</b>	<b>Work #</b>	<b>Mobile/Pager #</b>	<b>Certification CPR/First Aid</b>

**APPENDIX 6  
EVACUATION AREA  
(Outdoors, for Standard Evacuation)**

Use the following worksheet to plan for evacuation from the building to an on-site or near-site Assembly Area (e.g., on-site football field). The Assembly Area should minimize exposure of students to dangers or hazards around the school.

Examine floor plans, site plans and maps for your school grounds and surrounding neighborhood. Determine primary and secondary exits for each room in the building. Consider factors such as: gas, sewer, power lines; chain link fences (electrical hazard); facilities containing toxic or radioactive material, water towers, multiple story buildings (vulnerable to collapse), transformers, balconies (which may fall from buildings), etc.

Designate each of the following in the Assembly Area:

Command Post \_\_\_\_\_

Access for emergency vehicles \_\_\_\_\_

Student assembly areas (by grade level or team, etc.) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

First aid area \_\_\_\_\_

Heliport landing area for air medical (if traffic gridlock prevents vehicular access) \_\_\_\_\_

Heliport GPS coordinates: \_\_\_\_\_

Psychological first aid area \_\_\_\_\_

Student release \_\_\_\_\_

Media Area \_\_\_\_\_

**APPENDIX 7  
ALTERNATE BUILDING LOCATION  
Walking Distance**

In inclement weather, it may be necessary to move students to an Alternate Building Location rather than using the typical Outdoor Assembly Area. Use the following worksheet to plan for evacuation from the building to an off-site building location within walking distance from the school. Coordinate your planning with Central Office, other schools, etc.

1. Examine maps and site plans for possible Alternate Building Location in the immediate vicinity of the school property.
2. Consider factors such as roadways, waterways, power lines, metal fences, utilities, etc., and select routes that minimize exposure to area hazards.
3. Coordinate planning with nearby schools, community centers, businesses, churches, etc. to establish relationships for Alternate Building Location.
4. Designate each of the following:

Alternate Building Location	Lead Contact / Phone

(Address)

Secondary Location	Lead Contact / Phone

(Address)

USE SPACE BELOW for any special planning needs, routes, alternate routes, or for coordinating your school's plan with other schools or buildings on the same campus.

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**APPENDIX 8  
STAFF SKILLS INVENTORY  
(For Emergency Management Planning)**

**Staff:** As part of the development of our Incident Management Plan, and in accordance with district/charter school policy, please complete the following survey and return to the administration office. The information provided will be used to help design and update our School Incident Management Plan in order to be fully prepared for an emergency situation should one arise.

**NAME:** \_\_\_\_\_ **ROOM** \_\_\_\_\_

**I. Emergency response:** Please check any of the following areas in which you have training or expertise:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> First aid         | <input type="checkbox"/> Search & rescue     | <input type="checkbox"/> Counseling/mental health |
| <input type="checkbox"/> CPR               | <input type="checkbox"/> Hazardous materials | <input type="checkbox"/> Firefighting             |
| <input type="checkbox"/> Emergency medical | <input type="checkbox"/> Media relations     | <input type="checkbox"/> Incident debriefing      |

Explain or clarify items checked, if needed \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**II. Special Considerations:** Please check and list special skills or resources you feel would be an asset in an emergency situation. Explain items checked:

- Multilingual, list language(s) \_\_\_\_\_
- Experience with disabilities \_\_\_\_\_
- Ham radio or CB radio experience \_\_\_\_\_
- Knowledge of community resources \_\_\_\_\_
- Other knowledge or skills \_\_\_\_\_
- Other knowledge or skills \_\_\_\_\_