

Louisa Muscatine Community
School District
Districtwide Emergency
Operations Plan



Date August 4, 2021

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Introduction

The Louisa Muscatine Community School District Emergency Operations Plan was developed in collaboration with District personnel, teachers and district support staff, county emergency management, fire, law enforcement, public health, mental health service providers, and other community partners.

This plan guides response to likely threats and hazards identified by the planning team in an all-hazards approach. Response activities associated with specific threats and hazards are identified in the Annexes.

This plan has been recognized and approved by those listed on the following Signatory Page and is effective for Louisa Muscatine Community School District effective on June 24, 2019.

Planning Team Members

Name	Title	Organization
Mike Van Sickle	District Superintendent	
Chris Parkhurst	Jr/Sr High Principal	
Aimee Wedeking	Elementary Principal	
Amy Lantigua	Curriculum Director	
Kirk Kinsley	Building and Grounds	
Tyler Hinkhouse	Transportation Director	
Tana Fourdyce	Jr/Sr Social Worker	
Kim Van Sickle	Elementary Counselor	
Casey Cantrell	School Administration Manager	
Amy Underbakke	Jr/Sr High Student Services Support	
Lori Bashore	School Administration Manager	
Dawn Rios	District Nurse	
Mary Pat Cavanaugh	School Social Worker	

Eric Gabe	Activities Director	
	Louisa County Sheriff	Brad Turner
	Muscatine County Sheriff	C.J. Ryan
	Letts Fire Department	June Ann Gaeta

Name	Title	Organization
	Grandview Fire Department	Dan Conry/Tyson Wedekind
	Muscatine Fire and EMS	Jerry Ewers
Designated StuCo	Student Representative	
Designated SIAC	Parent Representative	
	Wapello Fire	Damon Moore
	Columbus Junction Fire	
	EMS /Ambulance	Linda/Tim Verink
	Emergency Management Director -Muscatine County	Brian Wright
	Emergency Management Director- Louisa County	Brian Hall

1.2 Approval and Implementation

This School Emergency Operations Plan operates within the framework of the Louisa Muscatine Community School District School Board policy. Any changes to this plan require the approval of the Board and the District Superintendent or his/her designee. This plan supersedes all previous plans.

1.3 Record of Changes

All changes to this plan must be recorded.

Change #	Date of Change	Name	Summary of Change
1	08/03/2020	Amy Underbakke	Finished changes and updated pandemic plan
2	8/04/2021	Amy Underbakke	Name Changes and updates as needed

1.4 Record of Distribution

Title of Receiver	Name of Receiver	Agency	Date of Delivery	# of Copies Delivered
Louisa County Director of Emergency Management	Brian Hall	Louisa County Emergency Management		
Louisa County Director of Emergency Management	Brian Wright	Muscatine County Emergency Management		

2 Purpose

The purpose of the Louisa Muscatine Community School District Emergency Operations Plan (EOP) is to outline the responsibilities and duties of school employees, students, and parents or guardians in an emergency. The development of this plan has been done in collaboration with community response partners to ensure coordinated stakeholder participation and to best utilize available resources. This planning effort, along with training and exercises, empowers everyone involved in an emergency to act knowledgeably and quickly. The plan educates staff, faculty, students, parents, and other stakeholders on their roles and responsibilities before, during, and after an incident. This plan assures all concerned citizens that the Louisa Muscatine Community School District has established guidelines and procedures to respond to threats and hazards effectively.

This plan provides an approach to dealing with hazardous incidents and is inclusive of all situations and student populations. The attached Annex provides a systematic approach to specific threats and hazards before, during, and after the incident. The Annex also includes guidelines for functional activities used

in many different threat scenarios such as evacuation, reunification, lock-down, and shelter-in-place. Faculty and staff have been trained to assess the seriousness of incidents and respond according to these established procedures and guidelines. Louisa Muscatine Community School District regularly schedules training and drills for faculty and students to assure adherence to these guidelines, improve response time, and evaluate performance.

3 Scope

The Louisa Muscatine School Emergency Operations Plan outlines the expectations of faculty, staff, and administrators, defines the roles and responsibilities, identifies direction and control systems, identifies internal and external communications plans, outlines the frequency and types of training, and defines the roles and responsibilities before, during and after an incident. This plan also includes references and authorities defined by federal, state, and local government mandates and identifies specific threats, hazards, and vulnerabilities.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence, caused by either human action or natural phenomena that may bring about harm and may require action. Incidents can include major disasters, emergencies, terrorist attacks, terrorist threats, fires, floods, hazardous materials accidents, tornadoes, public health and medical emergencies, and other occurrences requiring an emergency response. The Louisa Muscatine activator shall have the authority to determine when an incident has occurred and when to implement the procedures contained within this Emergency Operations Plan.

Threat: A natural or man-made occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Vulnerability: Characteristics of the school that could make it more susceptible to the identified threats and hazards.

4 District Overview

4.1 District Buildings and Population

Building Name	Day Time Population	After Hours Population	Phone Number
District Office	5	varies	3197263541
Bus Garage	4	varies	
Elementary School	500+	varies	3197263634
Jr./Sr. High School	450+	varies	3197263421

4.2 District Geographical Concerns

Geographical Concerns
Multiple Jurisdictions/Counties: Louisa Muscatine Community School District is located in Louisa County, but part of our student population as well as our Emergency Services are located in Muscatine County
Proximity to communities to provide emergency services: Louisa Muscatine Community School district is a rural school district.
Schools WGS
Proximity to water, Issues of Flooding, bridges, etc. Many of Louisa Muscatine CSD student population are located along the Mississippi River and flood frequently.
Proximity to power plants (nuclear, ethanol, etc.) and chemical plants: Bieri Grain is located 4 miles away, pack liquid nitrogen in Fall and Spring are concerns. Bayer is located 8 miles away, fertilizer chemicals are concerns.
Highway and road systems provide limited access to campus
Railroad tracks transporting hazardous materials: A railway system that transports hazardous chemicals is located 1.7 miles from school.
Distance from Safety Services (Fire/EMS) - impact of extended response times: Muscatine SWAT:15 minute response time; Grandview Fire Department: 3 miles, volunteer fire, min. time 20 minutes; L-M County Sheriff: 6 miles, response time 5 minutes; Letts Fire Department: 4 miles, volunteer, 20 minutes; Fruitland Fire Department: 8 miles, volunteer fire, response time 40 minutes; Muscatine Fire and EMS Services: 13 miles, Non-volunteer fire, 20 minutes.

4.3 District Social/Cultural Issues

Social or Cultural Issues
Economic situations of impacted families (i.e., parents may not have transportation to meet their child at the reunification site, food, technology resources).
Religious beliefs

5 Planning Assumptions

Louisa Muscatine Community School District may deviate from this EOP if the following assumptions prove not to be true during operations. The EOP assumes:

Some emergencies occur with little or no warning.

A single site incident such as a fire, gas main breakage, or hazardous materials exposure could occur at any time without warning. The employees of the school affected should not wait for direction from local response agencies before activating this plan and protecting lives and property.

In a major catastrophe, the district and/or schools may need to rely on its resources and be self sustaining for up to 72 hours.

Assistance from law enforcement, fire, and emergency managers will be available in serious incidents. However, the district and/or school must be prepared to carry out the initial response until this external assistance arrives. In some rural locations, this may be an extended time.

In most cases, law enforcement or fire service personnel will assume Incident Command, or establish unified command, depending on the type of emergency.

There may be numerous injuries of varying degrees of seriousness to students, faculty, and/or staff. A rapid and appropriate response will reduce the number and severity of injuries. Conducting regular drills and exercises on the threats/hazards identified in this plan can improve the district's readiness to respond to incidents and reduce incident-related losses. Incident management will be conducted in a manner consistent with the principles contained in the US Department of Homeland Security National Incident Management System documentation.

An intentional threat against the District, a school, or a student will result in law enforcement and security response actions.

A large-scale emergency requires an effective and coordinated response between all community stakeholders and partners and will help to reduce the impact of the emergency on students, faculty, and staff, minimize public concern, and assist in recovery efforts.

Schools in the district shall coordinate their emergency actions with this plan

Concept of Operations

Priorities for incident management include:

Protect and save lives, and protect the health and safety of students, faculty, staff, visitors, responders, and recovery workers.

Protect property and mitigate damages and impacts to individuals, the community, and the environment.

For this plan, we define incidents, emergency, disaster as:

Incident - An incident is a situation that is limited in scope and potential effects

Emergency - An emergency is a situation that is larger in scope and more severe in terms of actual or potential effects than an incident.

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 available local resources

Epidemic -An epidemic is defined as "an outbreak of a disease that occurs over a wide geographic area and affects an exceptionally high proportion of the population." Pandemic -A pandemic is defined as "an epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people". This EOP is based on an all-hazards approach and may be activated in its entirety or part, based on the specific needs of the emergency and by the decision of district leadership. The emergency functions of agencies involved in emergency management will generally parallel normal day-to-day operations. Day-to-day functions that do not contribute directly to the emergency may be suspended for the duration of any emergency and/or redirected to the accomplishment of emergency tasks by the district.

5.1 Key Areas of Emergency Planning

Key Areas of Emergency Planning

In the event of an incident, the Louisa Muscatine Community School District will adhere to the six key areas of emergency planning and incident management, which include:

Prevention - Consists of actions that reduce risk from human-caused incidents. Prevention planning can also help mitigate secondary or opportunistic incidents that may occur after the primary incident.

Protection - Reduces or eliminates a threat to people, property, and the environment. Primarily focused on adversarial incidents, the protection of critical infrastructure and key resources is vital to local jurisdictions.

Mitigation - Mitigation activities are those which eliminate or reduce the probability of a disaster occurring. Also included are those long-term activities, which lessen the undesirable effects of unavoidable hazards.

Preparedness - Preparedness activities serve to develop the response capabilities needed in the event an emergency should arise. Planning and training are among the activities conducted under this phase.

Response - Response is the actual provision of emergency services during a crisis. These activities help to reduce casualties and damage, and speed recovery. Response activities include evacuation, rescue, and other similar operations.

Recovery - Recovery is both a short-term and long-term process. Short-term operations seek to

restore vital services and provide for the basic needs of students, faculty, and staff. Long-term recovery focuses on restoring the school to its normal pre-disaster, or an improved, state of affairs. The recovery period is also an opportune time to institute future mitigation measures, particularly those related to the recent emergency.

5.2 National Incident Management System

The National Incident Management System (NIMS) is a set of principles that provides a systematic, proactive approach guiding all responding entities to work seamlessly before, during, and after an event, regardless of the cause, magnitude, location, or complexity. This system ensures that those involved in incident response understand their roles and have the tools to be effective. The ultimate goal of NIMS is to protect and mitigate the impact on life or property.

The Louisa Muscatine Community School District recognizes that staff and students will act as first responders in an incident. Adopting NIMS enables staff and students to respond more effectively and enhances cooperation, coordination, and communication among school officials, responders, and emergency managers.

NIMS compliance for the district and schools includes completing the following: Adopt the use of the Incident Command System (ICS). All staff and students who assume roles described in this plan will complete IS-100.SCA: Introduction to Incident Command System for Schools.

Complete the NIMS awareness course IS-700 (Introduction to NIMS).

Incorporation of the district EOP into the County Hazard Mitigation Plan.

Train and exercise of the plan. All students and staff are expected to participate in training and exercising of the threat/hazard annexes and the functional annexes included in this plan. Each school is charged with ensuring the training and equipment for response and recovery operations are in place.

The Incident Commander at each school will be delegated the authority to direct all incident activities within the school jurisdiction. The Incident Commander will establish an incident command post and provide an assessment of the situation to the Superintendent, Principal, or other officials, identify incident management resources required, and direct on-scene incident management activities from the incident command post. If no incident commander is present at the onset of an incident, the most qualified individual will assume command until relieved by a qualified Incident Commander. An incident warranting multi-jurisdictional resources and emergency response activities will employ the Unified Command Structure.

5.2.1 Communications

This section outlines the Louisa Muscatine Community School Districts' communication plan that follows clear communication between school, staff, students, families, community, media, and emergency responders.

Regarding the Louisa Muscatine Community School Districts

Commitment to Student Safety

Since parents are an integral part of the education process, we are reaching out to inform and educate families. In an emergency, parents want to be sure their children are safe. To that end, parents and guardians need to be informed of the following information:

Schools continue to be one of the safest places your child spends time. The safety of each child is the first concern of our school staff. Our district has crisis plans in place for each building.

The staff has been trained in emergencies. We conduct routine drills with staff, students, and our local police and fire departments.

Adults will always stay with your child until you can safely reach him/her, or he/she can be transported home safely.

Your child will ONLY be released to those persons listed on your emergency information documentation or when specific permission is granted by the parent. This information must be correct and updated as needed. You should keep a copy of this information so that you can periodically check to be sure that it is accurate and current.

It is also necessary that the nurse's office has medication information for your child that is accurate and current. Even if your child takes their medication home, in case of an extended stay, the school needs to know what medications are vital for a prolonged period. If you have any questions about this, please discuss this with your school nurse.

When we need to relay emergency information to parents/guardians, we will use a variety of means to get the information to you as quickly and accurately as possible. Those means may include:

Our first concern in an emergency, or the aftermath of an emergency, is the safety of your child and the safety of our staff. Your cooperation in reinforcing safe practices at home, and your patience in the event the schools face an evacuation or a lockdown are appreciated and essential to the well-being of everyone.

5.2.2 Initial Response

School personnel will most likely be first on the scene. 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 an emergency response agency with legal authority assumes responsibility. Faculty and staff will seek guidance and direction from the school district and local officials who will function under Unified Command.

Communication between administration/designee and staff:

School personnel will be notified when an incident occurs if feasible and will be kept informed as additional information becomes available.

Forms of communication:

Remind/text alerts from school administration

Phone calls from the administration
 School E-mail
 Staff Meetings
 School-wide PA system
 Two-way radio communication

The Superintendent is responsible for the activation of the district-wide EOP. The school principal or designee is responsible for the activation of the school EOP, including all necessary procedures to ensure the protection of life and/or property. The principal or designee will assign an Incident Commander based on who is most qualified for that type of incident.

External Communication/Follow up Communication:

Louisa Muscatine Superintendent or designee will communicate with parents, media, and the community at large. Messages may be sent through letters, through the district phone system, or other forms of communication such as local TV/Radio, and social media sites.

Incident Command Order of Succession

Position	Primary Title	Primary Name	Secondary Title	Secondary Name
Incident Commander	Superintendent	Mike Van Sickle	Jr/Sr Principal	Chris Parkhurst
Public Information Officer (PIO)	Superintendent	Mike Van Sickle	Elementary Principal	Aimee Wedeking
Safety Officer	SAM officer	Casey Cantrell	SAM Officer	Lori Bashore
Planning Section Chief	Student Services Coordinator	Amy Underbakke	Student Services	Amy Underbakke
Operations Section Chief	Jr/Sr Counselor	Christina Meierotte	Elementary Counselor	Kim Van Sickle
Finance/ Administration	Business Manager	Charles Domer	Superintendent	Mike Van Sickle
Logistics	Curriculum Director	Amy Lantigua	Student Services Coordinator	Amy Underbakke

6 Organization and Assignment of Responsibilities

6.1 Organization

Emergency Management for Louisa Muscatine Community School District - Louisa Muscatine Elementary Building - Louisa Muscatine Secondary Building is comprised of the following:

Site Safety and Security

The Superintendent or Designee (Jr/Sr Principal, Elementary Principal, Curriculum Director) is responsible for:

- Assume the overall direction of all incident management activities based on the procedures outlined in the district Crisis Manual.
- Takes steps to ensure the safety of students, staff, and other individuals.
- Determine whether to implement incident management protocol depending on the type of incident.
- Arrange for transfer of students, staff, and other individuals as needed.
- Communicates with emergency personnel.
- Keeps other administrators and the crisis response team informed of the situation.
- Makes contact with students, staff, families, and communities as needed.
- Transfers command to first responders as they arrive.
- Establish post-incident meetings with various groups.

Upon activation of the District EOP, the Superintendent or Designee assumes the role as incident commander, unless delegated

Policy Group

The Policy Group is Composed of the following:

- Superintendent
- School Board President
- Other

In complex incidents, the Policy Group will be convened. (Louisa Muscatine Community School District Board Room)

The role of the Policy group is to:

- Support the on-scene Incident Commander with strategic guidance, information analysis, and needed resources
- Provide policy and strategic guidance
- Help to ensure that adequate resources are available
- Identify and resolve issues common to all organizations
- Keep elected officials and other executives informed of the situation and decisions Provide factual information, both internally and externally through the Joint Information Center (JIC)

District Departments

District and school departments will support emergency response operations through the performance of their normal roles and responsibilities. If called upon, school departments will activate personnel and implement appropriate response actions identified in the plan, or as directed by the Incident Commander or school administration.

Activation of the ICS for a school event may be modified as needed to best serve the nature of the incident. When the ICS is activated, staff will direct the efforts of their departments according to their respective procedures for emergency operations.

Transportation - Upon Learning of an incident, the Transportation Coordinator/Director will report directly to the Incident Commander for assignment unless otherwise notified. Crisis Management Team -Upon Learning of an incident, will report to the Incident Commander and provide support as needed.

Business and Finance - Will be responsible for contacting outside resources that would need to be included for financial assessments for the district

Food and Nutrition - May provide dietary support depending on the length of a situation or may provide support for possible food contamination.

School Nurse - Will respond to an incident when treatment is needed for injury

6.2 Responsibilities

Students

Responsibilities include:

Cooperate during emergency drills and exercises, and an emergency.

Learn to be responsible for themselves and others if the emergency warrants.

Understand the importance of not being a bystander by reporting situations of concern to appropriate staff.

Develop a general awareness of natural, technological, and human-caused hazards and associated prevention, preparedness, and mitigation measures.

Other Staff (Itinerant Staff, Substitute Teachers)

Responsibilities include reporting to the Incident Commander if requested or activated.

Parents/Guardians

Responsibilities include:

Understanding their roles during a school emergency.

Encourage and support school safety, violence prevention, and incident preparedness programs within the school.

Participate in volunteer service projects for promoting school incident preparedness. Provide the school with requested information concerning the incident, early and late dismissals, and other related release information.

Practice incident management preparedness in the home to reinforce school training and ensure family safety.

Report any suspicious activities to the school that raises concern for the health and safety of students and/or staff.

Building Administrator/Principal

The principal may serve as the Incident Commander or delegate that authority to a qualified individual if the Superintendent has delegated command to the principal or is out of the district. At all times, the principal retains the responsibility for the overall safety of students and staff. However, delegating the authority to manage the incident allows the principal to focus on policy-level activities and interfacing with other agencies and parents. The principal shall coordinate between the policy group and the Incident Commander.

Instructional Assistants

Responsibilities include assisting teachers and administration as directed.

Teachers

Teachers shall be responsible for the supervision of students and shall remain with students until directed otherwise.

Responsibilities include:

Supervise students under their charge.

Take steps to ensure the safety of students, staff, and other individuals in the implementation of incident management protocols

Direct students in their charge to inside or outside assembly areas, following signals, warning, written notification, or intercom orders according to established incident management procedures.

Give appropriate action command during an incident.

Take attendance when class relocates to an outside or inside assembly area or evacuates to another location

Report missing students to the Incident Commander or designee.

Execute assignments as directed by the Incident Commander or ICS supervisor. Obtain first aid services for injured students from the school nurse or person trained in first aid. Arrange for first aid for those unable to be moved.

Render first aid if necessary. School staff should be trained and certified in first aid and CPR if possible.

School Nurses/Health Assistants

Responsibilities include:

- Administer first aid or emergency treatment as needed.
- Supervise the administration of first aid by those trained to provide it.
- Organize first aid and medical supplies.

Counselors, Social Workers, and Psychologists

Responsibilities may include:

- Take steps to ensure the safety of students, staff, and other individuals in the implementation of incident management protocols.
- Direct students in their charge according to established incident management protocols.
- Render first aid if necessary
- Assist in the transfer of students, staff, and other individuals when their safety is threatened by a disaster
- Execute assignments as directed by the Incident Commander
- Prepare for post-incident staff and student support

Secretary/Office Staff

Responsibilities include:

- Answer phones and assist in receiving and providing consistent information to callers.
- Provide for the safety of essential school records and documents
- Execute assignments as directed by the Incident Commander or ICS supervisor.
- Assist the Principal and Policy/Coordination Group.
- Monitor radio emergency broadcasts.
- Assist with health incidents as needed. (i.e., acting as messengers, etc.)

Custodians/Maintenance Personnel

Responsibilities include:

- Survey and report building damage to the Incident Commander or Operations Section Chief.
- Control main shutoff valves for gas, water, and electricity and ensure that no hazard results from broken or downed lines
- Provide damage control as needed.
- Assist in the conservation, use, and disbursement of supplies and equipment
- Keep Incident Commander or designee informed of the condition of the school

Transportation/Bus Drivers

Responsibilities include:

- Supervise the care of students if a disaster occurs while students are on the bus.
- Transfer students to a new location when directed.
- Execute assignments as directed by the Incident Commander

Transport individuals in need of medical attention.

Food Service/Cafeteria Workers

Responsibilities include:

Use, prepare, and serve food and water on a rationed basis whenever the feeding of students and staff becomes necessary during an incident.

Execute assignments as directed by the Incident Commander.

7 Direction, Control, and Coordination

7.1 Incident Command

The Incident Command System (ICS) organizational structure can be modified to adjust to the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. As incident complexity increases, the organizational structure expands as functional responsibilities are delegated.

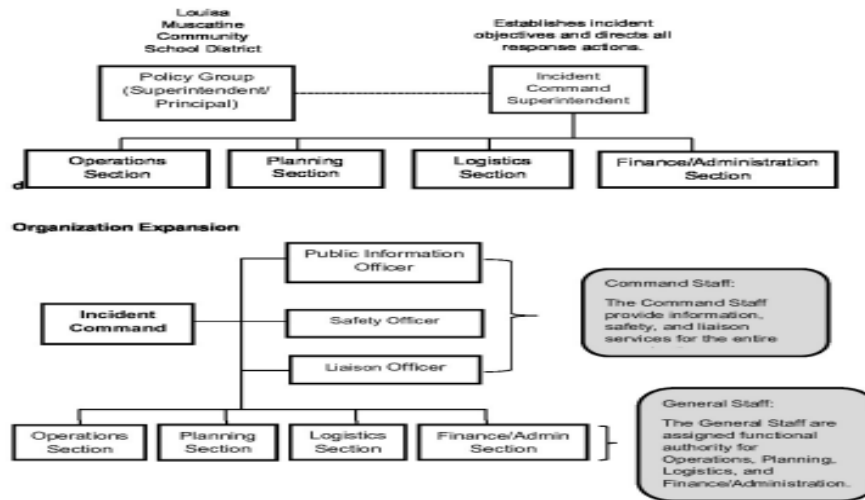
This Emergency Operations Plan will be activated using the implementation of the Incident Command System (ICS). When needed, separate functional elements will be established and subdivided to enhance internal organizational management and external coordination.

The Policy Group is responsible for providing the Incident Commander with strategic guidance, information analysis, and needed resources. The Executive/Senior Leadership (Principal, Superintendent, etc.) has the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the students and facilities. These responsibilities do not mean that the Executive/Senior Leadership assumes a command role over the on-scene incident operation. Rather, the Executive/Senior Official:

- Provides policy guidance on priorities and objectives based on situational needs and the Emergency Operations Plan.

- Oversees resource coordination and support to the on-scene command from an Operations Center.

7.2 Incident Management



The School/District Incident Commander will be integrated into the Incident Command structure or assume a role within a Unified Command structure.

If a school emergency is within the authority of the first-responder community (i.e. emergency requiring law enforcement or fire services, etc.) Command will transition to the appropriate agency and a Unified Command structure will be formed. In the event, there is a transfer of command, a briefing between individuals transferring command shall occur.

7.3 Incident Command Post

Every incident must have some form of an Incident Command Post (ICP). The ICP is the location from which the Incident Commander oversees all incident operations. There is generally only one ICP for each incident, but it may change locations during the event. The ICP also provides a location where operations may be conducted under the Incident/Unified Command System (ICS). The ICP will be positioned outside of the present and potential hazard zone but located within safe proximity to the emergency site. The ICP is generally responsible for incident response management as follows:

- Serves as a temporary field location for tactical-level on-scene incident command and management.

- Provides an on-site headquarters for the Incident Commander, Command Staff, and General Staff.

- Serves as a field collection point for tactical intelligence and analysis.

The Incident Command Post provides the initial securing of the perimeter of the area, coordinates the actions of the operating units, and remains operational during the field actions (rescue, response, recovery, etc.) as required.

7.4 Incident Commander

The Incident Commander (IC) is the primary person in charge of the incident and will establish incident objectives based on the following five primary objectives:

- Life Safety
- Protect Public Health
- Incident Stabilization
- Property and Environment Preservation
- Reduce adverse psychological consequences and disruptions

Additionally, the IC will manage the incident scene. He or she must keep the Executive/Senior Administration and the Policy Group informed and up-to-date on important matters about the incident. The first staff person on the scene will assume the role of Incident Commander until a more qualified individual, Superintendent, Principal, or designee can assume command. School-related responsibilities and duties include:

- Exercise the authority to direct tactical on-scene operations until a coordinated incident management framework can be established with local resources.

- Establish an Incident Command Post (ICP) and provide an assessment of the situation to the Executive/Senior Administration, which may also include the Policy Group or other officials, recommend incident response activities, identify incident management resources required, and direct the on-scene incident management activities from the ICP.

- Establish and manage the Command Post, establish the incident organization, and determine strategies to implement protocols and adapt as needed.

- Monitor incident safety conditions and develop measures for ensuring the safety of building occupants (including students, staff, volunteers, and responders).

- Coordinate media relations and information dissemination with the Principal. Serve as the primary on-scene contact for outside agencies assigned to the incident, establish unified command as necessary, develop a working knowledge of local/regional agencies, and assist in accessing services when the need arises.

- Document activities.

- Assume the overall direction of all incident management procedures based on actions and procedures outlined in this EOP.

- Determine whether to implement incident management protocols (e.g., Evacuation, Shelter-in-Place, Lockdown, etc.), as described in the appropriate Functional Annex in this document.

- Determine whether to implement incident management protocols (e.g., Evacuation, Shelter-in-Place, Lockdown, etc.), as described in the appropriate Functional Annex in this document.

- Arrange for transfer of students, staff, and other individuals when safety is threatened by a disaster.

- Work with emergency services personnel.

- Keep the Executive/Senior Leadership and Policy Group informed of the situation.

7.5 Unified Command

Unified Command applies ICS to incidents involving multiple jurisdictions or agencies. It enables schools and agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

The Incident Commanders within the Unified Command will make joint decisions and speak as one voice. Any differences are worked out within Unified Command. Each Incident Commander is responsible for overseeing the actions of their agencies. For example, within Unified Command, law enforcement would not tell school personnel how to manage activities associated with threat/hazard or functional annexes (i.e. parent-student reunification, etc.). The following occurs under Unified Command:

- The Incident Commander, through the Incident/Unified Command System, coordinates the actions of their responding unit on the scene.

- Advises School Leadership and the District of needs that may include resources or personnel from other departments/schools as required.

- Isolates the incident site and maintains control of the inner and outer perimeters.

- Establishes tactical communications and designates a primary radio channel.

- Facilitates tactical planning and contingency planning.

- Brief first responder personnel.

- Designates a staging area for supporting agencies.

- Ensures documentation of decisions and activities.

- Provides situational updates to the Policy Group.

- Approves requests for additional resources or the release of resources.

- Approves additional alerts as needed.

- Establishes immediate priorities.

- Coordinates any specific transportation issues (such as helicopter landing zones, EMS locations, morgue location, etc., as appropriate).

- Determines security boundaries.

- Performs other duties as required by the situation.

- Ensures the completion of an incident After Action Report (AAR).

7.6 Public Information Officer

The Public Information Officer (PIO), Superintendent, Principal, or designee is responsible for interfacing with the media or other appropriate agencies requiring information directly from the incident.

- Check-in with Incident Commander and receive a situation briefly.

- If necessary, establish and supervise a Joint Information Center (JIC) with PIOs from the other responder agencies.

- Coordinate press releases among response organizations.

Designate a media center and facilitate scheduled press briefings.

Ensure all press releases and public information are reviewed and approved by the Incident Commander, or designee.

Monitor news media outlets reports of the incident.

Prepare periodic briefings to Executive Policy Group on public information activities and submit draft press releases for review and approval.

Any crisis or disaster becomes a matter of public record as soon as local emergency personnel arrives. Such events are newsworthy, and the news media have a right and an obligation to report them. The Louisa-Muscatine Community School District staff and board members must recognize their obligation to cooperate with all legitimate news organizations regarding crisis events. The District's philosophy is to cooperate with the media to the fullest extent possible and respond to all media inquiries promptly.

The media spokesperson will be the Superintendent/designee.

In a crisis, all formal statements to the news media should come from the Superintendent or designee.

Calls from the media should be routed to the Superintendent's office.

In any building-level crisis, the news media may contact the school building involved before calling the Central Office. Building Principals should confer with the Superintendent before releasing information.

If the Superintendent/designee is unavailable to talk with the media, the person taking incoming calls should get the name, number, and media affiliation and inform them that someone will return the call as soon as possible.

Arrangements will be made with students/faculty for interviews at the discretion of the superintendent/designee.

Parental permission will be required for students to be interviewed.

The components of a media statement or communication to parents and the community should include the following:

Brief details of the event itself.

Concern for the health and welfare of our employees, students, and the community must be communicated as a top priority.

The statement that the school is prepared for such events in advance and has specific policies and procedures for such occurrences.

The action(s) taken to date.

A telephone number for concerned parents to call for additional information if needed.

Notice of assembly for parents, community, etc. if needed.

The official spokesperson will make every effort to respond to media inquiries within 30 minutes, even if only to report that the situation is being evaluated and we are unable to respond at this time. Under no circumstances should the phrase "no comment" or "off the record" be used.

7.7 Operations Section

The Operations Section directs all tactical operations of an incident including implementation of response/recovery activities according to established incident management procedures and protocols, care of students, first aid, crisis intervention, search and rescue, site security, damage assessment, evacuations, and the release of students to parents.

Specific responsibilities include:

- Analyze school staffing to develop a Parent-Student Reunification Plan and implement an Incident Action Plan.

- Monitor site utilities (i.e., electric, gas, water, heat/ventilation/air conditioning) and shut off only if a danger exists or directed by Incident Commander and assist in securing the facility.

- Establish medical triage with staff trained in first aid and CPR, provide and oversee care given to injured persons, distribute supplies, and request additional supplies from the Logistics Section.

- Provide access to psychological first aid services for those in need, and access local/regional providers for ongoing crisis counseling for students, staff, and parents.

- Coordinate the rationed distribution of food and water, establish secondary toilet facilities in the event of water or plumbing failure, and request needed supplies from the Logistics Section.

- Document all activities.

Search and Rescue Team

Search and Rescue Teams search the entire school facility, entering only after they have checked for signs of structural damage and determined that it is safe to enter. SR Teams are responsible for ensuring that all students and staff evacuate the building, or it is unsafe to move an individual, that their location is documented so professional responders can locate them easily and extricate them. Other responsibilities include:

- Identifying and marking unsafe areas

- Conducting initial damage assessment

- Obtaining injury and missing student reports from teachers

First Aid Team

First Aid Teams provide triage, treatment, and psychological first aid services. Other responsibilities of the First Aid Team include:

- Setting up first-aid stations for students

- Assessing and treating injuries

- Completing the master injury report

Note: The Logistics Section provides first aid to responders. This team is dedicated to students, faculty, staff, or visitors.

Evacuation/Shelter/Care Team

Evacuation, shelter, and student care includes accounting for students, protection from the weather, providing for sanitation needs, and providing food and water. Other responsibilities include:

Accounting for the whereabouts of all students, staff, and volunteers

- Setting up a secure assembly area

- Managing sheltering and sanitation operations

- Managing student feeding and hydration

- Coordinating with the Student Release Team

- Coordinating with the Logistics to secure space and supplies

Facility Security Response Team

The Facility Security and Response Team is responsible for:

- Locating all utilities and turning them off, if necessary

- Securing and isolating fire/hazmat

- Assessing and notifying officials of fire/hazmat

- Conducting perimeter control