



***Niobrara County School
District #1***

Emergency Operations Plan

February 15, 2020

Approval and Implementation

This Niobrara County School District Emergency Operations Plan (EOP) supersedes all previous emergency plans and shall be in full effect as of the date approved.

This plan has been reviewed and approved:

Signature: _____

Date: *February 15, 2020*

George Mirich, Niobrara County Schools Superintendent

Record of Changes and Revisions

The EOP, including appendices, will be reviewed by the Niobrara County School District Superintendent, Principals and SRO, and approved by the Superintendent on an annual basis. All updates and revisions to the plan, excluding minor typographical and grammatical errors, will be tracked and recorded in the following table. This plan is a “living document” and will be continuously updated as conditions change. This plan may be updated as a result of lessons learned from actual incidents or training exercises, as new guidelines are distributed, and as needed.

Changes and/or revisions to departmental/building Emergency Action Plans and checklists will be tracked separately from this plan.

<i>Revision Number</i>	<i>Date</i>	<i>Summary of Changes</i>

TABLE OF CONTENTS

I. PURPOSE	5
II. COMMON TERMINOLOGY	5
III. INCIDENT COMMAND SYSTEM (ICS)	6
IV. COMMUNICATIONS.....	16
V. RESOURCE MANAGEMENT	19
VI. CONTINUITY AND INCIDENT RECOVERY	22
VII. TRAINING	26
VIII. CAMPUS VIOLENCE PREVENTION PLAN	27
IX. EMERGENCY PROCEDURES	27
Appendix A.....	44
Emergency Response Team Members	45
Appendix B.....	47
Incident Recovery Plan Emergency Telephone Numbers	48
Appendix C.....	49
Counseling Services.....	50
Appendix D	51
Command Post and Emergency Operations Center Procedures	52
Appendix E	55
Bomb Threat Evacuation Distances & Checklists.....	56
Appendix F	60
ICS Forms	61
Appendix G	62
Training	63

NIOBARRA COUNTY SCHOOL DISTRICT EMERGENCY OPERATIONS PLAN

I. PURPOSE

Niobrara County School District is committed to providing a safe and healthy environment for students, staff, and all those using our facilities. This includes minimizing disruptions to the normal schedule and activities of the District. Disruptions can range from a short-term power outage to a catastrophic weather event, as well as manmade and natural disasters. Regardless of the cause or magnitude of the incident, it is the District's intention to react quickly and effectively to safeguard life and to stabilize the situation, then to initiate recovery procedures in order to normalize the situation.

While the basic tenets of emergency response require resolute action to respond to, neutralize, mitigate, and recover from an incident, these actions must be completed while taking into account the guiding principles of Niobrara County School District. Emergency management at Niobrara County School District will provide for the preservation of the District's mission and its core values, while simultaneously providing for the safety, security, and business continuity of the institution and community.

The Niobrara County School District Emergency Operations Plan (EOP) is a procedural document for organizing, coordinating, and directing available resources toward the control of an emergency. The plan includes a chain of command establishing the authority and responsibility of various individuals. In emergencies, procedures sometimes must be changed instantaneously; therefore, responsible and knowledgeable persons who know the procedures must have the authority to make necessary modifications. The EOP is designed to outline a plan of action so that emergencies can be managed rapidly and in a logical and coherent manner.

II. COMMON TERMINOLOGY

Below are some key definitions to ensure consistency in how terms are used.

- **All-Hazard**: Any incident or event, natural or human caused, that requires an organized response by a public, private, and/or governmental entity in order to protect life, public health, and safety.
- **Emergency**: An unforeseen combination of circumstances or the resulting state that calls for immediate action.
- **Continuity of Operations Plan (COOP)**: COOP is a widely applicable planning strategy designed to keep essential functions operational during sudden and devastating emergencies. Incidents that could require the activation of the COOP include localized acts of nature, human- caused accidents, technological emergencies, or military or terrorist attacks.

- **Lockdown:** Lockdown will be used to secure buildings during incidents that pose an immediate threat of violence, such as a violent intruder. The threat is believed to be inside the NCSD. The locking of all buildings will be done quickly. Law Enforcement and Administrators are immediately notified when a lockdown is activated.
- **Phases of Emergency Management:** Emergency management is the activation and application of resources to immediately address the threats of an emergency and to provide support and resolution to any critical incident defined as an emergency. Emergency management will be based on the response level that corresponds with the threat. Emergency management operations are carried out within five distinct phases: mitigation, preparedness, response, recovery, and post-recovery evaluation (described below). The scope of this plan includes response and recovery responsibilities of the NCSD.
 1. *Mitigation - Action taken before or after an emergency to eliminate or reduce the long-term risk to human life and property from natural, technological, and civil hazards.*
 2. *Preparedness - Pre-emergency activities that assure designated organizations will effectively respond to emergencies. Emergency management for preparedness involves four primary activities; training, exercising, planning and resource identification and acquisition.*
 3. *Response - Actions taken during or directly after an emergency to save lives, to minimize damage to property and enhance the effectiveness of recovery.*
 4. *Recovery - Post-emergency short-term activities that return infrastructure systems at the site of an emergency to minimum operating standards and long-term activities designed to return the site to normal conditions.*
 5. *Post Recovery Evaluation - Post recovery evaluation institutionalizes the process of critically evaluating the efficacy of each action taken during a response and incorporating those lessons learned into future plans.*
- **Stay Put:** This is used when there may be danger to NCSD and is generally a precautionary measure. The location of a possible threat may not be known but is considered to be near.
 - *Business can generally continue within the buildings with a heightened awareness of surroundings.*

III. INCIDENT COMMAND SYSTEM (ICS)

NCSD shall model its emergency response protocols to those outlined in the National Incident Management System (NIMS) including the use of the Incident Command System (ICS) outlined therein. This will allow NCSD to integrate its emergency response procedures with outside agencies that

utilize NIMS and ICS. District emergency response programs and protocols will be developed and emergency response personnel will be trained in accordance with these systems. A list of all necessary ICS forms to support the response protocols can be found in Appendix F.

The ICS is a national model for managing both small and large-scale emergencies and other complex events. Employing ICS provides the ability to effectively communicate and coordinate response actions with external emergency response agencies through a standardized and common emergency management and response approach.

Elements common to all who use ICS include:

- *The use of common terminology to define organizational functions, incident facilities, resource descriptions, and position titles.*
- *The use of modular and scalable organizations based on the size and complexity of the incident.*
- *The development and use of an Incident Action Plan (IAP) that outlines the strategies and objectives of the agencies response to an emergency.*
- *A clear chain of command and unity of command that clearly outlines the reporting relationships of each group and individuals responsible for responding to an emergency.*
- *The use of a Unified Command (UC) for incidents involving multiple emergency response agencies.*
- *The establishment of a manageable span of control for supervising and managing personnel responding to an emergency.*
- *The establishment of pre-designated emergency management locations and facilities to include the Emergency Operations Center.*
- *Plans and procedures for the management and coordination of resources.*
- *Information and intelligence management systems and protocols.*
- *The use of integrated and interoperable communication systems.*
- *Establishment and transfer of command.*
- *Complete accountability of personnel and resources.*
- *Controlled and managed deployment of resources.*

The Administration and SRO are the initial contact for reporting all emergency situations.

Upon receiving the initial contact, the Administrator and SRO will make an initial judgment about the level of response necessary and communicate with the appropriate personnel as outlined in the attached plan. Together they will take appropriate action as outlined in this plan to respond to the changing conditions.

The table of organization for emergency management is based on a NIMS model. The chain of command will be based on function. The Incident Commander has the authority during an emergency to make the decisions and assignments necessary to gain control of and remedy the emergency situation in a timely manner. Should the Incident Commander relinquish that command to someone else, such change of command must be agreed upon by both parties, with the understanding that whoever maintains or assumes command is responsible for compliance with all aspects of this plan, including periodic reports.

ICS POSITIONS

The following section outlines the basic roles and responsibilities for the positions and response sections in an Incident Command System. Figure 1 provides an overview of the organizational structure and relationship of the entities discussed below.

- **Incident Commander (IC)** - *The Incident commander (IC) is responsible for the command function at all times. As the identity of the IC changes through transfers of command, this responsibility shifts with the titles.*
 - *Manage NCSD's response to an emergency including the oversight of all emergency response activities.*
 - *Determine what additional Command and General Staff are needed to respond to an emergency and oversees their activities.*
 - *Establish and maintain the Incident Command Post.*
 - *Warn staff, and students of an emergency.*
 - *May also function in the roles of the Command and General Staff depending on the complexity of the event.*
 - *Ensure safety of all at or near the incident.*
 - *Provide information to both internal and external stakeholders including providing timely and regular updates.*
 - *Incident Commander is the only position that is always staffed in ICS applications.*
 - *Coordination of efforts of the Emergency Response Team members.*

- *Ensure the Emergency Operations Center (EOC) is operational and serves as focal point for communications during the incident.*
- *Ensure briefings are prepared and presented to key Administrators and the Superintendent during and following the incident.*
- *Ensure all operations during the incident are coordinated and being carried out in a constructive and safe manner with consideration being given to the post-emergency phase.*
- *Assemble damage assessments and coordinate plan for recovery.*
- *Ensure that the incident is properly documented.*

• **Command Staff**

Reports directly to the Incident Commander and includes the Safety Officer, Public Information Officer and Liaison Officer.

- ***The Public Information Officer (PIO)** is responsible for communicating information about the emergency to the public and media. During multiple agency responses to an emergency, the PIO shall coordinate their communications to the public and media with other agencies responding to the emergency. See the Communications section for more information.*
- ***The Liaison Officer** is responsible for coordinating NCSD's response with external agencies responding to the emergency. The Liaison Officer may also need to coordinate with internal groups involved or impacted by the emergency.*
- ***The Safety Officer** is responsible for identifying and addressing hazards to emergency response personnel and ensuring that safety measures are in place to protect people responding to or affected by the emergency.*

• **General Staff**

The general staff are the individuals in charge of the Operations, Planning, Logistics, and Finance and Administration sections responding to an emergency.

- *Each section is headed by a Section Chief that reports directly to the Incident Commander.*
- *Section chiefs are responsible for managing all incident specific operations within their respective areas.*

• **Emergency Response Sections**

Depending on the complexity of an emergency, NCSD may establish one or more emergency response sections to aid in the response. These include Operations, Planning, Logistics, and Finance and Administration sections. The roles and responsibilities of each section are described below.

- The Operations Section is responsible for the actual response to mitigate, control, and resolve the emergency.
- The Planning Section is responsible for developing the Incident Action Plan (IAP) for the emergency. They also serve to collect, monitor, and analyze information about that emergency in order to assist in the response.
- The Logistics Section is responsible for obtaining the necessary supplies, personnel, and material required for response to an emergency.
- The Finance and Administration Section is responsible for overseeing the purchasing and accounting for the costs associated with the response to an emergency. This section is also responsible for documenting expenditures due to the response to an emergency so that CWC can seek financial reimbursement for costs incurred during the response.

The table below lists various elements of the ICS and corresponding definitions of those elements.

ELEMENT	DEFINITION
Base	The location where primary logistics functions are coordinated. There is only one base per incident. The Incident Command Post may be located within the base. Supplies such as food, water, rest, and sanitary services are provided to incident personnel.
Branches	Used when the number of Divisions or Groups exceeds the span of control. The person in charge of each branch is designated as a Director.
Emergency Operations Center (EOC)	A central work location for the Emergency Response Team to coordinate response efforts. The CEOC will be located as follows: <ul style="list-style-type: none">- Primary: 619 West 5th Street, Administration building- Secondary: The Church of Jesus Christ of Latter-day Saints, 406 S. Iron Ave

Emergency Response Team	<i>A standing working group, chaired by the SRO, which plans for operations during a major incident or disaster. The Emergency Response Team will assess NCSD assets and capabilities to facilitate planning and preparation for emergencies, advise concerning potential vulnerabilities, and propose procedures and create processes to mitigate and recover from potential emergencies. The team will meet periodically to assess emergency operations and potential methods of preventing and handling similar future incidents. Members of the Emergency Response Team may be assigned to staff key positions in the EOC during critical incidents requiring their expertise.</i>
Direct Reports (DR)	<i>The group of administrators tasked with major decisions affecting the overall business continuity of NCSD. The team will meet in whole or in part, depending on the nature and scope of the incident, concerning business continuity and recovery. A delegate from the DR to serve as Executive Director, who will be present to lend support to the Incident Commander in stabilizing the situation and developing overall recovery plans. The DR are primarily concerned with long-term effects the incident will have or may have on the District and how operations can be managed.</i>
Divisions	<i>Used to divide an incident geographically across the district. The person in charge of each division is designated as a Supervisor.</i>
Field Supervisor	<i>The individual who assumes the initial control, coordination, and responsibility for assessing the situation, determining the initial course of action, and providing information to the Incident Commander. The SRO will typically assume this role..</i>
First Responders	<i>Those personnel first responding to the incident. The first responders can be the SRO or Officer.</i>

Group	<i>Used to describe functional areas of operations across the District. The person in charge of each group is designated as a Supervisor.</i>
Incident Command Post	<i>A location at or near the scene of the incident that is established by the Incident Commander to maintain coordination, control, and communications during the stabilization of the incident. All responding personnel report to this location before entering the scene.</i>
Incident Commander (IC)	<i>The person charged with management of all aspects of emergency preparedness. The IC assumes command and control of operations during emergency response and manages the crisis at the Command Post. Administrators will normally assume this role.</i>
Media Staging Area	<i>A location where media and journalists are directed to respond to for information and briefings related to an event or incident.</i>
Phone Bank	<i>Predetermined locations for multiple telephone lines to be staffed in event of an emergency on campus. The Public Information Officer will manage the phone banks and facilitate operation-specific updates to the web page. Phone bank personnel will be provided information for dissemination.</i>
Public Information Officer	<i>Assumes control and responsibility of all official information related internally to NCSD and externally to the media during an incident. Will report to the Incident Commander and given access to the scene (if safe). All information requests will be channeled to this individual.</i>

Recovery Team	<i>A group of individuals, not a predetermined “team”, but rather the normal composite of various departments and offices in the District, plus contractors that would be needed to complete any major project. However, due to the urgency and necessity of the recovery, a specific team and coordinator may be identified to ensure that this work receives priority and direct oversight. Generally, this team will be comprised of all departmental personnel necessary to carry out recovery and will be appointed by the Superintendent or designee.</i>
Response Team	<i>Additional resources called upon by the first responders to assist in stabilizing and correcting the incident. Generally, these people are from the department that is most capable of having the resources, personnel, or expertise to handle the problem.</i>
Sections	<i>The organizational levels with responsibility for major functional area of the incident (i.e., Operations, Planning, Logistics, Finance/Administration) The person in charge of each Section is designated as a Chief.</i>
Single Resource	<i>May be individuals, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor that can be used at an incident.</i>
Staging Area	<i>The location where resources can be stored while awaiting a tactical assignment.</i>
Strike Team	<i>A set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.</i>
Task Force	<i>A combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.</i>

TRANSFER OF COMMAND

A transfer of command may be needed when a more qualified Incident Commander arrives on scene or for emergencies that last multiple operational periods. The following key actions are strongly recommended for a transfer of command from one incident commander to another.

- *The incoming Incident Commander will assess the situation with the current Incident Commander if possible.*

- *The incoming Incident Commander will receive a briefing from the current Incident Commander if the circumstances permit it.*
- *It is highly recommended that the incoming and current Incident Commander determine an appropriate time for transfer of command and document the transfer (ICS Form 201).*
- *The incoming Incident Commander shall notify others of the change in incident command.*
- *If applicable, the incoming Incident Commander should assign the current Incident Commander to another position in the incident organization.*
- *If circumstances permit, a transfer of command briefing should be held by the current Incident Commander and take place face-to-face if possible. It is recommended that the briefing cover the following:*
 - *Incident history (what has happened)*
 - *Priorities and objectives*
 - *Current plan*
 - *Resource assignments*
 - *Incident organization*
 - *Resources ordered/needed*
 - *Facilities established*
 - *Status of communications*
 - *Any constraints or limitations as directed by policies and guidelines - Incident potential*
 - *Status of delegation of authority, inherent or specific*

ICS TABLE OF ORGANIZATION

The ICS table of organization shown below (Figure 1) is representative of an incident command structure for a police/fire/EMS related incident at NCSD.

- *Additional organizational elements will be activated as required.*
- *Operational assignments are assigned based on qualification to perform incident command tasks relative to that position and are not assigned based on position within the District.*

- *Operational assignments are assigned for a particular operational period. Accordingly, incidents spanning more than a single operational period will require relief personnel for each assigned position.*

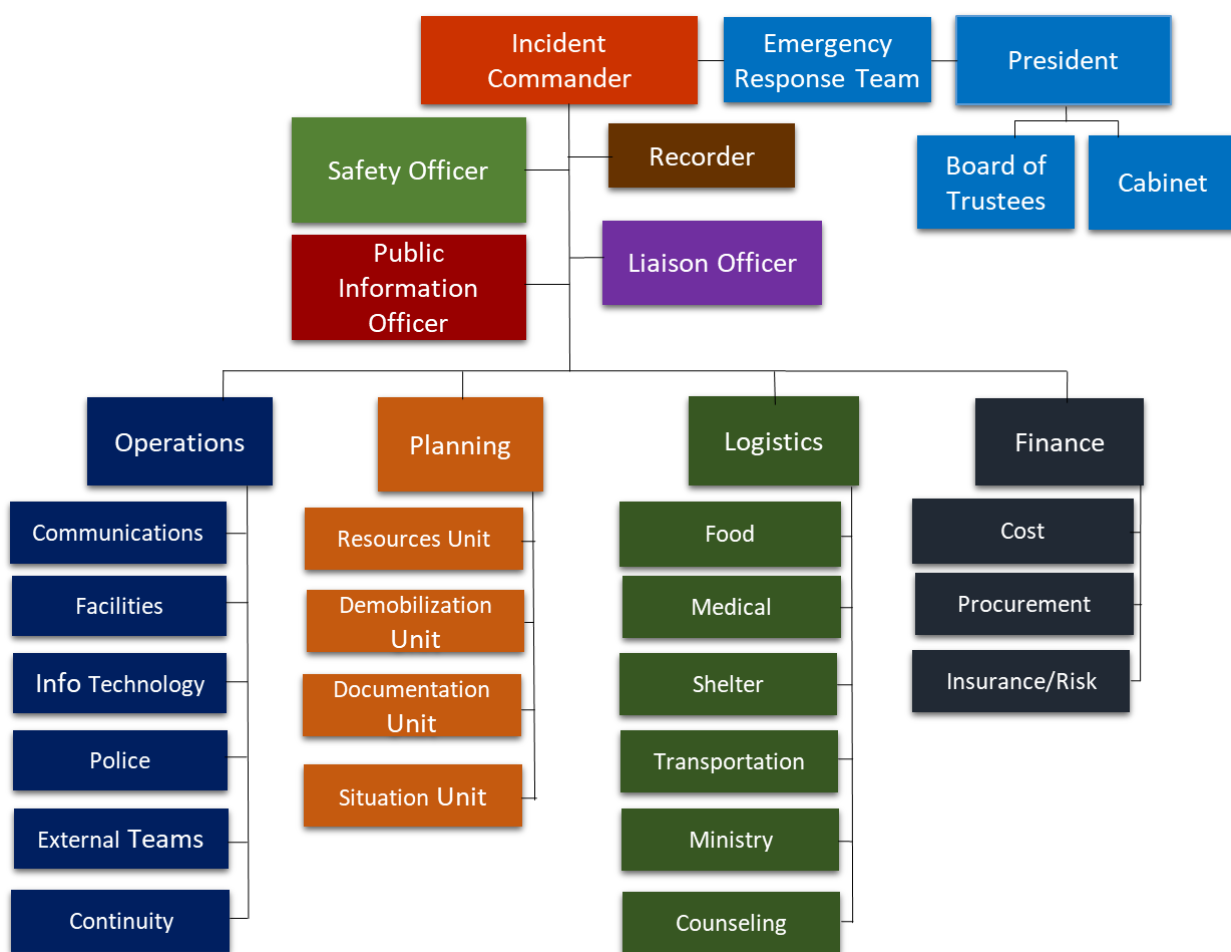


Figure 1. ICS Table of Organization.

IV. COMMUNICATIONS

Communications will play a vital role in the management of any critical incident. The communication plan will be developed to ensure reliable communications according to the following priorities:

- Response personnel communication requirements
- Intra-District communication requirements
- Communications with external stakeholders

➤ PUBLIC INFORMATION OFFICER:

The Public Information Officer (PIO) assumes control and responsibility of all official information related internally to NCSD and externally to the media during an incident. The PIO will report to the Incident Commander and be given appropriate access to the scene (if safe). All information requests will be channeled to this individual.

Additional roles of the PIO include:

- *To plan for and operate a Media Staging Area as required.*
- *To establish procedures for maintaining communication with Emergency Response Team so that the information available is up to date.*
- *To prepare the dissemination of major announcements concerning the cancellation or resumption of NCSD activities during and after an incident. This should include announcements to the media and sending messages using internal NCSD communication channels.*
- *To serve as sole NCSD contact point for media inquiries and releases of public information during an emergency incident.*
- *To serve as the “rumor control” contact during and after the incident.*
- *To keep accurate records of releases to the media, data and/or documents substantiating information, etc.*
- *To establish a system for gathering information and notifying families and relatives if injuries and/or casualties have occurred.*

➤ **RESPONSE PERSONNEL COMMUNICATION REQUIREMENTS:**

The safe and effective coordination of operational personnel will depend largely on tactical communication means (e.g., radio and cellular telephone). The communication plan for response personnel will be the first and highest priority at all times and will include the following elements, as necessary.

- *NCSD departments directly involved in operational elements of the incident (e.g., Facilities)*
- *Communications with external agencies responding to the incident*
 - *Law Enforcement*
 - *Fire*
 - *Other responding agencies*

➤ **INTRA-DISTRICT COMMUNICATION REQUIREMENTS:**

Intra-District communication links provide a means to inform the community of the incident, provide periodic situation updates, and maintain NCSD’s business continuity. These requirements are secondary only to providing for the communication needs of operational personnel, and will include the following elements, as necessary:

- *District mass notification system - the system provides for the rapid notification of students, faculty, staff, and parents (as required) using Social Media and Code Red, to transmit critical information to telephones, email accounts, and text messaging accounts.*
- *District telephone system - the telephone system provides immediate two-way communication means between District personnel and is a high priority intra-District communication system.*
- *District data network - the data network also provides critical two-way communication means as well as access to District databases, thus its importance to the maintenance of business continuity cannot be understated.*
- *District web page - the District web page will be utilized to provide situation updates to the community and beyond throughout the operational periods.*
- *Regarding internal communications (e.g., faculty and staff), the PIO should:*
 - *Notify all staff of the emergency event.*
 - *Inform all faculty and staff to direct all media inquiries to spokesperson, or designated media point of contact.*
 - *Relay all factual information to spokesperson, or media point of contact.*
 - *If directed by administration, designate a site spokesperson.*
 - *Update staff throughout the emergency, review details of the emergency and dispel rumors.*
 - *Inform points of contact of any media presence at the building. Request onsite assistance with media if necessary.*

➤ **COMMUNICATION WITH EXTERNAL STAKEHOLDERS:**

External stakeholders can be expected to initiate contact with NCSD officials almost immediately after receiving word on an incident in the District. The nature and severity of an incident will in large part dictate the level of interest and concern, which must be met with appropriate communication capabilities.

- *Advises the Incident Commander/Unified Command on information dissemination and media relations.*
- *The NCSD web page will include regularly updated information about the incident, as it becomes available.*
- **Media Inquiry:** *All media inquiries must be referred to the PIO. NCSD, in coordination with community response agencies, assumes responsibility for issuing public statements during an emergency. The PIO should:*

- *Coordinate with other responding agencies in the area for media to shoot video footage and photographs safely and in accordance with privacy policies and agencies protocols.*
- *Maintaining contact with the media at the staging area, to help ensure they do not enter into restricted areas.*
- *Provide regular updates and press releases and let media know when to expect the next update.*
- *Monitor media reports to ensure message accuracy. Provide media with any corrected information.*
- *Track rumors and ask the media to dispel inaccurate information.*
- *Document all contact with media.*

➤ **EMERGENCY RESPONSE TEAM RESPONSIBILITIES:**

The Emergency Response Team will assess communication capabilities to meet the exigencies of any potential emergency. They will maintain a working inventory of communication assets, primary and redundant data paths, and other available resources to meet emergency communication needs. Additionally, this subcommittee will examine communication capabilities and develop recommendations for emergency communication systems.

- *Direct all media inquiries to these points of contact:*
 - *Public Information Officer (PIO) - Superintendent 307-751-0337*
 - *Alternate (PIO) - Business Manager*
 - *307-340-1620*

V. RESOURCE MANAGEMENT

It is critical that NCSD assesses the resources that might be necessary to help manage an incident in the District. Food Services will play pivotal roles in the coordination of resources required to help manage and recover from an incident. Below are key resources that need to be assessed.

- **Material Resources:** *All materials present within the District are available for use in times of major District related disaster incidents. Each department that may be called upon by NCSD to assist in the stabilization and recovery of an incident should have a current inventory available that they can use in an incident. A copy of this inventory should be posted on NCSD Docs on Google and electronic notification must be made to the SRO. This information must be updated annually on or before August 1st each year.*

- **Personnel Resources:** All personnel in the District may be utilized to assist in times of District incidents. Each department involved or that may be involved in emergency incidents should have notification lists available for personnel with special talents, knowledge, or responsibilities. A copy of these lists needs to be posted on NCSD Docs on Google and electronic notification must be made to the SRO. This information must be updated annually on or before August 1st each year.
- **Equipment Resources:** All equipment present in the District is available for use in times of major campus emergency incidents. Each department that may be called upon by NCSD to assist in the stabilization and recovery of an incident should have an inventory of available equipment that they can use in an emergency incident. A copy of these lists needs to be posted on NCSD Docs on Google and electronic notification must be made to the SRO. This information must be updated annually on or before August 1st each year.
- **Communication Resources:** Communication resources on campus are available for use in times of emergency incidents. These communication assets include telephones, computers, and radios.
- **Local/State Agency Resources:** Assistance from local and/or state agencies will vary in type of resources and amount depending on the agency, the nature of the emergency incident, and the relationship between NCSD and the agency. In some cases, the agency will give support based on its own requirements for service. Other agencies may give their support only after it has been requested and authorized by the state.
- **Outside Assistance Requirements:** Depending on the scope and type of incident, outside assistance may be required to meet a wide variety of needs. The list below is intended to serve as a planning guide for members of the

Emergency Management Team during the early stages of EOC mobilization. See Appendix D for considerations in regards to operating the EOC and materials that may be needed for operation of the EOC.

- Agencies: Fire, Law Enforcement, Medical, Emergency Management Agency, American Red Cross, Health Department
- Supplies: Potable water, Fuel, Food, Clothing, Medicine
- Equipment: Generators, Transportation, additional communications resources
- Facilities: Shelter, Triage, Classrooms, Housing

VI. CONTINUITY AND INCIDENT RECOVERY

NCSD has an obligation to develop a plan to ensure operational continuity to support its mission and to serve its students and the Niobrara County community. Furthermore, NCSD recognizes that each operating unit within the District must be able to meet its obligations to provide services expected of them. This includes the ability to carry out functions critical to the mission of NCSD should an event occur which interrupts the normal course of operations. Failure to have an operational continuity and Incident Recovery Plan could lead to unnecessary injury, loss of life, financial hardship, failure of

programs, interruption of academic programs, and delays in completing other mission critical activities.

Each operating unit should consider the consequences of an incident that interrupts their ability to continue to provide their services to customers. Units should also inventory the critical services they receive from other academic and administrative units to determine the impact of the loss of these services.

Listed below are the items that must be addressed.

1. *Reports*
 - a. *After Action Report*
 - b. *Damage Assessment Report*
2. *Facility Preparation for Usage*
 - a. *Clean Up*
 - b. *Temporary Facilities*
3. *Remote Operations*
 - a. *Business/Payroll Offices*
 - b. *Information Technology*
4. *Housing*
5. *Food Service*
6. *Legal*
7. *Insurance*
8. *Counseling*
9. *Debriefing*

REPORTS

• After-Action Report

An After-Action Report will need to be completed within five (5) days by each department that was involved in the emergency. The items needed for this report are listed below.

1. *Period of emergency operations*
2. *Department name*

3. *Nature of emergency*
4. *Personnel participating in the emergency*
 - a. *Number of people*
 - b. *Number of hours both regular and overtime*
 - c. *Any injuries*
 - d. *Any lost hours*
 - e. *Cost to the department (actual or estimated)*
5. *Cost of resources used both department owned and purchased*
6. *Property damage*

• Damage Assessment Worksheet

A Damage Assessment Worksheet (Appendix H) should be included with the After-Action Report. This report should include the following:

1. *Date of event*
2. *Type of event*
3. *Damage to building or structure*
4. *Damage to other items (furniture, appliances, etc.)*

FACILITY PREPARATION

• Clean Up

When authorities have determined the facilities are released for usage, a cleanup assessment will be done to determine the following:

1. *Can we use in-house personnel?*
 - a. *How many people will be needed to complete the cleanup in a timely manner?*
 - b. *What extra supplies and equipment will be needed for the cleanup?*
 - c. *What safety concerns need to be addressed before the cleanup starts?*
 - d. *What will be the estimated cost for the cleanup in personnel and supplies?*
2. *Do we need an outside vendor?*

- a. *What will be the timeline to be completed?*
- b. *What will be the total cost?*

• Temporary Facilities

The use of temporary facilities may be necessary to continue operations. If this is the case, the following things need to be determined:

1. *What types of temporary facilities are needed to carry on near normal operations?*
2. *How long will the temporary facilities be needed?*
3. *What facilities are available in the vicinity?*
4. *What modifications will be needed to make the temporary facilities usable for District purposes?*

Some possible entities that may be able to help with providing temporary facilities are listed below.

1. *WYVA School*
2. *Fairgrounds*
3. *Hotels*
4. *Other Local Businesses*
5. *Local Government*
6. *County Government*
7. *Elks Lodge*

➤ REMOTE OPERATIONS

• Business/Payroll Offices

The Business Office will need to be able to issue checks, process invoices, and carry out many other activities during and after an emergency. Remote operations may be necessary for a period of time if the facility is not usable. The following steps will be followed for remote operation of the Business Office.

1. *If the Business Office is not operable, other locations on campus will be used to process invoices and payroll.*
2. *If the District is not available, services can be done from the home of the Payroll.*
3. *If the computer system is down, some services can be done at outreach sites.*

• Information Technology

If facility damage involves loss of IT services, District technical staff will assess the situation and work to either re-establish services in current facilities if they can be quickly repaired or re-establish services in other temporary facilities if not.

Many mission critical activities are cloud hosted and available independent of NCSD facilities. Critical on-site IT equipment is designed to be redundant to likely faults and can be replaced quickly if needed. Data and system images are routinely backed up and safely stored. See Appendix (I) for technical details.

➤ FOOD SERVICE

If food service is interrupted because of the emergency or crisis, and we cannot provide food for students, the following steps will be taken.

- 1. If School is still in session, an outside vendor can be used to cater food or food service can purchase food at the local grocery store. Each student will be charged an appropriate meal cost on their account for each meal they are provided, unless it is not feasible, due to emergency evacuation.*

➤ LEGAL

The District attorney will be notified as soon as possible by the Superintendent or the Superintendent's designee when an emergency or crisis arises that could result in potential litigation such as:

- 1. Injury or death to employees, students, or visitors*
- 2. Damage to property owned by the District*
- 3. Damage to property not owned by the District*
- 4. Potential liability, perceived or actual, of the District*

Ongoing dialogue will be held with the attorney during and after the emergency or crisis. All pertinent information will be given to the attorney as it becomes available to the District.

➤ INSURANCE

Niobrara County School District has insurance to cover property damage, injury to employees, and liability to cover losses during an emergency or crisis. The Business Manager will contact the insurance agent when an emergency or crisis occurs that could potentially involve the insurance company. The following information will be provided to the agent.

- 1. The details of the incident to include:*
 - a. How the incident occurred*

- b. *Time and date of the incident*
 - c. *The people involved including outside agencies, college personnel, and visitors*
- 2. *The possible losses to include:*
 - a. *Injuries or deaths*
 - b. *Property damage to college owned property*
 - c. *Property damage to non-owned property*
 - d. *District liability*

As soon as possible, an insurance adjuster will come to District and work with staff.

COUNSELING

In many instances, counseling services may need to be provided for students and staff after an emergency or crisis. Niobrara County School District will provide initial services to all students and staff that request counseling. The first option is to use the District's in-house counselor. Outside counseling services can be provided by the following:

- 1. *Helpmate Crisis Center*
- 2. *NCSD Employee Assistance Program*

DEBRIEFING

The Emergency Response Team will debrief after the emergency or crisis has ended. This debriefing, however, may occur during the recovery period. The ERT will be debriefed on the following:

- 1. *The response of the team during the crisis*
 - a. *Things that were done right*
 - b. *Things that need to be improved*
 - c. *Things that were not handled correctly*
- 2. *The response of outside organizations such as the police departments, emergency services, fire departments, etc.*
- 3. *The response of staff and students*
- 4. *Ongoing recovery situations*
 - a. *Displacement of students and staff*

- b. *Food service*
- c. *Backfilling staff if necessary*
- d. *Remote operations*
 - i. *Business Office*
 - ii. *Information Technology*
- e. *Insurance issues*
- f. *Counseling issues*
- g. *Legal issues*

Other debriefings may be necessary as the recovery continues.

For more information on various aspects of the Continuity and Incident Recovery Plan, see the following Appendices:

- *Appendix B - Incident Recovery Plan Emergency Telephone Numbers*
- *Appendix C - Counseling Services*

VII. TRAINING

The Emergency Response Team will conduct and/or participate in an exercise on an annual basis to ensure proficiency in responding to an incident. At a minimum, the exercise will be an on-site tabletop exercise. Along with the exercise, the SRO or his/her designee will ensure that all members are properly trained for the positions that they serve on the Niobrara County School District Emergency Response Team.

Everyone within the NCSD community plays an important role in responding to an emergency on campus. Therefore, it is recommended that all faculty, staff, and High School students participate in an awareness level training for the topics listed in Section IX Emergency Procedures on an annual basis.

SRO will ensure that an annual review and training is conducted to review all emergency procedures contained within this document. The SRO or his/her designee will direct the creation of training curriculum. If NCSD resources are not available to create and/or conduct the training, it will be preferred that subject matter experts from outside the District be acquired to do so.

All training will be documented and all documentation will be maintained within Appendix K. The documentation will include the training curriculum, who taught the training, date the training occurred, and a roster of who was present for the training.

VIII. DISTRICT VIOLENCE PREVENTION PLAN

Comprehensive campus violence prevention communication to promote District safety includes everyone associated with NCSD (students, faculty and staff).

Students of Concern Team (SOC) is a key component to appropriately recognize and identify signs of potential violence or danger to the NCSD. The team utilizes GATE America's Threat Assessment Tool for students who are referred.

While response to an active violence situation is reacted to by local law enforcement, the Emergency Response Team will be responsible for the implementation of the SOC information. The NCSD, the SOC, and the Emergency Response Team will work together to allow information to pass between NCSD and the appropriate law enforcement agency regarding POTENTIAL violence so that an effective protocol can be established and followed to help prevent violence, or at least mitigate damage, if it does occur.

The SOC utilizes a reporting/referral system, a central clearinghouse for the information received, an assessment and screening protocol, and a case management protocol.

This will ensure the process is fair, consistent, thorough, and legally defensible.

Training is critical for the success of District violence prevention communication and should be received by faculty, staff, and students.

IX. EMERGENCY PROCEDURES

The following protocols are designed to provide necessary information for responding to an emergency in the District. The guidelines listed below are not an exhaustive list. While these protocols are described separately, it is important to remember that many protocols will occur simultaneously and/or consecutively. For example, if there is an active shooter in the District, the Active Shooter protocol would apply as well as one of the Secure District protocols (simultaneous example). Seeking shelter for a Tornado may be implemented but if a building is damaged the occupants may then initiate an Evacuation of that building (consecutive example).

ACTIVE SHOOTER

An active shooter is "an individual actively engaged in killing or attempting to kill people in a confined and populated area." In most cases, active shooters use firearms and there is no pattern or method to their selection of victims.

Persons may or may not receive advance warning of an active shooter. A witness, personal observation or the sound of gunshots may be the only alert you receive, leaving little time to react.

NCSD utilizes the "ALICE" protocol in response to a violent intruder. ALICE is an acronym for 5 steps you can utilize in order to increase your chances of surviving. It is important to remember that the "ALICE" response does not follow a set of actions you "shall, must, will" do when confronted with an Active Shooter. Your survival is paramount in this situation. Deal with known information and do not worry about unknowns. You may use only 1 or 2 parts of the response protocol or you may have to utilize all 5. In this type of incident, your perception is the reality and you will be deciding what the appropriate action for you to take is.

- 1) Alert- Can be anything. • Gunfire • Witness an event

- *PA Announcement* ●
Phone alert
 - *People running, chaos*
- 2) *Lockdown- This is a semi-secure starting point from which to make survival decisions. If you decide to not evacuate, secure the room.* ● *Lock the door.*
- *Cover any windows in the door if possible*
 - *Tie down the door, if possible, using belts, purse straps, shoe laces, etc.*
 - *Barricade the door with anything available (desks, chairs, etc.)*
 - *Look for alternate escape routes (windows, other doors)*
 - *Call 911*
 - *Move out of the doorway in case gunfire comes through it*
 - *Silence cell phones*
 - *Once secured, do not open the door for anyone. Police will enter the room when the situation is over.*
 - *Gather weapons (coffee cups, chairs, books, pens, etc.) and mentally prepare to defend yourself or others.*
 - *Put yourself in position to surprise the active shooter should they enter the room.*
- 3) *Inform- Using any means necessary to pass on real time information.*
- *Given in plain language.*
 - *Can be derived from 911 calls, video surveillance, etc.*
 - *Who, what, where, when and how information*
 - *Can be used by people in the area or who may come into it to make common sense decisions*
 - *Can be given by “Flash Alerts”, PA Announcements or Police Radio speakers*
- 4) *Counter- This is the use of simple, proactive techniques should you be confronted by the Active Shooter. This is an act of LAST RESORT, when no other option is available and you are directly confronted by the assailant.*
- *Anything can be a weapon*

- *Throws things at the shooters head to disrupt their aim*
- *Create as much noise as possible*
- *Attack in a group (swarm)*
- *Grab the shooters limbs and head and take them to the ground and hold them there*
- *Fight dirty (bite, kick, scratch, gouge eyes, etc.)*
- *Run around the room and create chaos*
- *If you have control of the shooter call 911 and tell the police where you are and listen to their commands when officers arrive on scene.*

5) Evacuate- *Remove yourself from the danger zone as quickly as possible.*

- *Decide if you can safely evacuate*
- *Run as fast as you can*
- *Do not stop running until you are far away from the area*
- *Bring something to throw in case you would encounter the Active Shooter*
- *Break out windows and attempt to quickly clear glass from the frame*
- *Consider using belts, clothing or other items as an improvised rope to shorten the distance you would fall*
- *Hang by your hands from the window ledge to shorten your drop*
- *Attempt to drop into shrubs, mulch or grass to lessen the chance of injury*
- *Do not attempt to drive from the area*

Secondary Issues

- *Responding Police will have their weapons drawn and ready for use. They do not know exactly who the shooter is and will probably point weapons at you. Just follow any directions they may give you. You may be asked questions, patted down, and given orders to exit certain ways.*
- *Responding Police are there to stop the Active Shooter as soon as possible. They will bypass injured people and will not help you escape. Only after the shooter is stopped will they begin to provide other assistance.*
- *If you come into possession of a weapon, do NOT, carry or brandish it! Police may think you are the Active Shooter. If possible, put it in a trashcan and carry it with you. If you come across Police, tell them what you are carrying and why. Follow their commands.*

- *Be prepared to provide first aid. Think outside the box. Tampons and feminine napkins can be used to stop blood loss. Shoes laces and belts can be used to secure tourniquets. Weighted shoes can be tied around a person's head to immobilize it. Remember it may be several hours until you can safely move an injured person. The actions you take immediately to treat them, may save their life.*
- *If you are in lockdown for a long period of time, give consideration to issues such as bathroom use, keeping people calm, etc.*
- *Discuss beforehand with people in your office or classes where you will meet up should you have to evacuate and make it a place easily accessible and far away from the scene.*
- *Talk to your students and co-workers beforehand to know if they have any special skills. Consider strategic placement of these people in a classroom or office setting. You may have current or ex-military personnel, medically trained persons, or even people trained in martial arts that can provide assistance in this type of incident.*
- *Consider setting up classrooms and offices to make it harder for an Active Shooter to enter and acquire targets.*

BOMB THREAT

- **Bomb Threat:** *Treat bomb threats seriously. To help ensure the safety of the building occupants and the public, consider bomb threats real until proven otherwise. In some cases, bomb threats are meant to disrupt normal activities. However, the decision to evacuate the building is for the proper authorities to decide. Do not evacuate the building until ordered to do so by an Administrator, the SRO or other Emergency Services. Whether a bomb threat appears real or not, read and follow these instructions carefully. See Bomb Threat Report checklist in Appendix E.*
 - *Do not use radios or cellular phones - **turn them off**. Anything that emits a radio or a microwave signal has the potential to detonate a bomb.*
 - *Do not activate the fire alarm.*
 - *If a suspicious package is found, do not touch it. As soon as safe to do so, report the description and location of the suspicious package to the nearest Emergency Services personnel.*
 - *If ordered to evacuate, look around your area of responsibility for anything suspicious. Report any findings to Administration or the SRO. - Receiving a bomb threat by telephone:*
 - *Remain calm.*
 - *Try to get as much information as possible from the caller utilizing the Bomb Threat Checklist.*
 - *Call the SRO immediately after receiving the call.*
 - *Evacuate the building to the designated location(s) for fire emergencies, if directed to do so by an Administrator, SRO or other emergency services.*

- See Appendix E for recommended evacuation distances for a variety of improvised explosive devices.

CHEMICAL SPILL ON CAMPUS

- **Chemical Spill in the District:** Due to the potential for serious personal injury, chemical emergencies require a high level of preparedness so you can respond quickly. Your best method of dealing with emergencies involving chemicals is having adequate knowledge of the chemicals you work with. The following chemical related information is important to know including:

- The nature of the product.
- UN # of the product spilled. The United Nations (UN) assigns a four-digit number to identify dangerous goods and hazardous substances such as explosives, flammable liquids, toxic substances, etc. By using the UN#, pertinent emergency response information can be retrieved from a variety of sources. The following should be considered when creating the appropriate response:
 - Whether it creates hazardous or irritating fumes.
 - Whether there are any physical contact hazards.
 - What personal protective equipment you need to work with and to clean up the chemical.
 - How much of the spilled chemical will create a hazard?
 - When to evacuate the room/floor/building.

Each chemical in the District has a corresponding Safety Data Sheet (SDS), located in the custodial closets. The SDS lists all of the hazardous data and any special emergency procedures that should followed for exposures or spills. If you are unsure of the emergency procedures regarding the chemical or feel incapable of safely containing and handling the release, proceed with the following instructions: - Evacuate the room and close the door behind you.

- Contact Lusk Fire Department or call 911.
- Provide the following information:
 - Building and room where the spill occurred
 - The name of the chemical, if known
 - Approximate amount of spilled material
 - UN # of the product spilled, if known
- Depending on the extent of the spill and the hazardous nature of the chemical released, you may need to evacuate the entire floor or building or told to stay put.

DISORDERLY DEMONSTRATION or PROTESTS

- **If unplanned demonstration is on NCSD property, staff should:**
 - Develop an action plan.
 - Consider lockdown with warning procedures (see Lockdown procedures).
 - Monitor situation and make decisions based on developing information.
- **If a planned demonstration is on NCSD property, staff should:** - Preplan for this by designating protest area.
 - Consult with the SRO in developing a plan of action.
 - Notify building staff.
 - Encourage staff to maintain the safe environment.
 - Monitor situation and make decisions based on developing information.
 - Consider lockdown with warning procedures.

EARTHQUAKE

- **Earthquake:** Unlike other emergencies, earthquakes strike without warning, are short-lived and are often violent; therefore, the procedures to deal with them are much less specific. Therefore, you must be prepared to initiate emergency procedures within a few seconds after the initial tremor. During an earthquake:
 - Remain calm and take action immediately.
 - Drop-Cover-Hold.
 - If indoors, seek refuge under a desk, sturdy table or a doorway and hold on. Stay away from windows, shelves and heavy equipment.
 - If outdoors, quickly move away from buildings, utility poles, overhead wires and other structures.
 - Avoid downed power or utility lines as they may be energized.
 - DO NOT attempt to enter a building until advised by the proper authorities. - After the initial shock:

- *Be prepared for aftershocks. Although aftershocks are usually less intense than the main quake, they can cause further structural damage.*
- *Take steps to protect yourself from falling debris and other hazards.*
- *For emergency assistance, call the SRO and/or 911.*
- *DO NOT use anything with an open flame, such as cigarette lighters, matches, torches, lanterns, etc., since gas leaks may be present.*
- *Open windows and doors to ventilate the building. Watch out for broken glass. If a fire or explosion is caused by the earthquake, implement the Fire Emergency procedures.*

FIRE OR EXPLOSION

In the event of a fire/explosion in the District, command of the incident will rest with the local fire department. It is the responsibility of all building occupants to be aware of the exits. Any time the fire alarm sounds, persons are to immediately assess the situation and determine if evacuation is the proper action to take. If occupants exit buildings, they should go to the closest building that is safe.

In the case of a fire alarm in the residence area, all evacuees should exit the affected building and go to the closest safe building.

It is the responsibility for all teachers to notify their students of assembly points in the case of an alarm. All employees are encouraged to be aware of anyone with special needs that may need assistance with evacuation. Cleanup should not begin until such time as approved by the local fire department commander in charge of the scene. No employees are expected to remain in an alarmed building to attempt to extinguish any fire.

Note: *Fire alarms should not be used to evacuate buildings, except for fires, spills or explosions.*

GAS LEAK

- **Gas Leak:** *If you smell natural gas and suspect a large/significant gas leak, do the following:*
 - *Evacuate area notify the SRO or call 911.*
 - *DO NOT SWITCH ON OR OFF ANY LIGHTS OR ELECTRICAL EQUIPMENT.*
 - *Evacuate the building at the nearest exit. Notify other building occupants to evacuate the building.*

- *DO NOT USE ELEVATORS. DO NOT PANIC.*
- *Once outside, move away from the building. Keep walkways clear for emergency vehicles and crews.*
- *Prevent sources of ignition (cigarettes, electrical equipment, etc.).*
- *DO NOT RETURN TO AN EVACUATED BUILDING unless authorized to do so.*

INCLEMENT WEATHER/SCHOOL CLOSURE

- *Should inclement weather conditions arise or be anticipated that would make class attendance and operations in the NCSD District unsafe, the Superintendent may elect to close the District for a defined period of time*
- *The District operational status; open, delayed opening, or closed based on the following information:*
 - *Condition of the roadways on/near campus, open/closed*
 - *Condition of parking lots, ability to safely receive/park vehicles*
 - *Condition of walkways, stairs, accessibility of buildings, emergency exits*
 - *Projection of snow/debris removal by 8:00 am, including ability to maintain or improve roadway/walkway conditions based on anticipated continuing weather*
 - *Events planned for the District*
 - *Any additional hazards or conditions of concern, including reliability of critical utilities, i.e. electricity, telecommunications*
 - *Any other factors*

Status	Description	Rationale
Open, Use Caution	<i>Normal operations - Communication to public, employees, students, staff to use caution/best judgment</i>	<i>There are a variety of conditions throughout our service area. Safety is our primary concern. Encourage cautious behavior.</i>
Delayed Opening	<i>Activities occurring before the selected opening time are cancelled, activities beginning after the opening time continue as scheduled.</i>	<i>School cannot be safely made ready for normal opening time, but is confidently expected to be safe at the selected time. Weather impact has ended or is confidently forecast to end before the delayed opening time.</i>
Closed	<i>Normal operations are cancelled for the business day for the District. Notification of activities scheduled for the evening and night will be announced.</i>	<i>The School cannot be safely made ready for the day, and the weather impact is forecast to continue or worsen during the day.</i>

Notification

The Superintendent or his/her designee will notify NCSD employees, students, and staff through the NCSD Website, Social Media Channels, and all other communication channels to inform NCSD stakeholders of the change in District status.

SECURE DISTRICT PROTOCOLS

Secure District protocols described below are based on an all hazards approach, not an individual scenario. They are designed to be flexible and adjusted based on the specific incident.

Consider the following:

- *How a particular classroom and building characteristics (i.e., windows, doors) affect possible Secure District courses of action.*

- *When to use the different variations of Secure District (when outside activities are curtailed, doors are locked, and visitors closely monitored but all other activities continue as normal).*

- **STAY PUT**

This is used when there may be danger to the School and is generally a precautionary measure. The location of a possible threat may not be known but is considered to be near the School.

- *Exterior and interior doors are locked and access to the School is restricted.*
- *A heightened awareness of surroundings is necessary as Stay Put could turn into a Lockdown or a more serious matter.*
- *Business as usual inside the locked classroom.*
- *No one goes outside or out of the classroom until an all-clear message is received from the Principal or law enforcement.*

Example: Law Enforcement is looking for dangerous person/suspect in the vicinity of the District.

- **LOCKDOWN**

Lockdown will be used to secure buildings and facilities during incidents that pose an immediate threat of violence in or around the District, such as a violent intruder. The threat is believed to be inside NCSD. The locking of all buildings should be done quickly. SRO and NCSD Administrators are immediately notified by phone call, text and/or email when a lockdown is activated.

The primary objective of a lockdown is to quickly ensure all staff, students, and visitors are secured in rooms away from immediate danger. Lockdown is not a stand-alone defensive strategy and may be just one option as part of a number of emergency action plans.

- **LOCKDOWN CONSIDERATIONS**

- *During a threat or potential threat, students and staff are instructed to proceed to the nearest classroom, office, or room where they should lock and or barricade the door and stay away from the windows.*
- *If a person is outside when the lockdown occurs, they should leave the school immediately. Only Administration and Law Enforcement will be able to access buildings during the lockdown.*
 - *Cell phones should be silenced.*

- *Lights, electronics, and other equipment should be turned off.*
 - *Everyone should stay low and away from the windows.*
 - *Everyone should remain silent and stay very still.*
 - *Teachers should attempt to record the names of everyone present.*
 - *It is essential that everyone stays calm and stands by for further information.*
 - *If the threat is in your immediate area take appropriate action based on established ALICE protocols.*
 - *If you are in a hallway or common area go to the nearest room that can be secured/locked/barricaded.*
- *Calls to police should be made only if you have specific information regarding the location or conduct of the intruder.*
 - *DO NOT respond to anyone at the door until a law enforcement officer or Administration tells you it is safe.*
 - *If you are directed by police to leave your secured area do exactly what you are told.*
 - *Do not sound the fire alarm in the building unless there is a fire.*
 - *If a fire alarm sounds during a lockdown, use your senses. Can you smell smoke or see fire in your area?*
 - *If you decide to evacuate. DO NOT try to drive a vehicle from the School.*
 - *If injured, call 911 immediately and provide your location.*
 - *Stay away from School until notified.*

SUICIDE THREAT OR ATTEMPT

- **Suicide Threat or Attempt:** *Writing, talking or even hinting about suicide must be taken seriously. Immediate intervention is essential! In the event a staff member believes an individual is a suicide risk or has attempted suicide, staff should:*
 - *Stay with the individual until assistance arrives, unless you feel your personal safety is at risk.*
 - *Notify the SRO and/or 911, counselor, social worker or psychologist.*
 - *Ensure short-term physical safety of the individual; provide first aid if needed.*
 - *Listen to what the individual is saying and take the threat seriously.*
 - *Assure the individual of your concern.*
 - *Assure the individual you will find help to keep him or her safe.*
 - *Stay calm and do not visibly react to the individual's threats or comments.*
 - *Do not let the individual convince you the crisis is over.*
 - *Do not take too much upon yourself. Your responsibility is limited to listening and providing support until the individual can receive appropriate medical care or counseling.*
 - *Call the SRO and/or 911 if the individual needs medical attention, has a weapon, needs to be restrained.*
 - *Determine a course of action with social worker or other mental health professional.*
 - *Document all actions by staff.*
 - *Follow-up and monitor to ensure individual's safety.*
 - *Implement recovery procedures.*

SUSPICIOUS PACKAGE OR MAIL

- **Suspicious Package or Mail:** Characteristics of a suspicious package or letter include: excessive postage or excessive weight; misspellings of common words; oily stains, discolorations, or odor; no return address; or a city or state postmark that does not match the return address; or a package that is not anticipated by someone at NCSD or is not sent by a known vendor.
 - ***If you receive a suspicious package or letter by mail or delivery service:***
 - *DO NOT OPEN package or letter.*
 - *Notify the SRO and / or 911.*
 - *Limit access to the area where the suspicious letter or package is located to minimize the number of people who might directly handle it.*
 - *Preserve evidence for law enforcement.*
 - ***If a letter/package contains a written threat but no suspicious substance:***
 - *Notify the SRO and / or 911.*
 - *Limit access to the area in which the letter or package was opened to minimize the number of people who might directly handle it.*
 - *Preserve evidence for law enforcement.*
 - ***If a letter or package is opened and contains a suspicious substance:***
 - *Notify the SRO and / or 911.*
 - *Limit access to the area in which the letter or package was opened to minimize the number of people who might directly handle it.*
 - *Isolate the people who have been exposed to the substance to prevent or minimize contamination.*
 - *Preserve evidence for law enforcement.*
 - *Consult with emergency officials to determine:*
 - *Need for decontamination of the area and the people exposed to the substance.*
 - *Need for evacuation or shelter-in-place.*

TORNADO

- **Tornado:** *Tornado preparedness means that you know the difference between a tornado WATCH and a tornado WARNING, where the tornado shelters are in your building and when to initiate the appropriate procedures.*
 - *Tornado Watch - tornadoes are possible in and near the watch area - be prepared.*
 - *Tornado Warning - a tornado has been sighted or indicated by weather radar - take action.*
 - *Proceed to an area offering the greatest protection such as the lowest level in the center of a building with no exterior walls, outside windows or skylights. Small areas such as restrooms, offices and interior classrooms offer some protection.*
 - *If you are outside, curl up in a drainage ditch or other low-lying area and protect your head.*
 - *Once the tornado has passed, if the building was not damaged, you can return to your work area. If the building was damaged, evacuate the building and proceed to a safe place.*
 - *Assist anyone who may have been injured. Do not move an injured person unless their life is in immediate danger from fire, leaking gas or some other imminent hazard.*
 - *Notify the SRO or 911 of any injured persons and follow their directions.*

WEAPONS

- **Weapons:** *The presence of weapons in the District can create significant risk. Early intervention may reduce or eliminate escalation of the incident. If you are aware of a weapon on NCSD property, staff should:*
 - *Notify the SRO or 911 immediately and provide the following information:*
 - *Location, identity and description of the individual.*
 - *Description and location of weapon(s).*
 - *Whether the individual has threatened him or herself or anyone else.*
 - *Limit information to staff and members on a need to know basis.*
 - *Stay calm and do not call attention to the weapon.*

- *Document all actions taken by staff.*

Emergency Response Team Members

Title:	Name:	Contact:
Superintendent	<i>George Mirich</i>	W: x101 C: 307.751.0337
Business	<i>Stuart Larson</i>	W: x102 C: 307.340.1620
Payroll Secretary	<i>Amanda Dawson</i>	W: x105 C: 308.641.0799
A/P & Transportation Secretary	<i>Karma Gaukel</i>	W: x106 C: 307.334.3793
Transportation	<i>Kevin Gaukel</i>	W: x333 C: 307.340.0528
Technology	<i>Patrick Weisbeck</i>	W: x C: 605.430.9002
NCHS Principal	<i>Phil Garhart</i>	W: X301 C: 307.746.5572
NCHS Secretary	<i>Mary Larson</i>	W: x325 C: 307.334.9987
NCHS Guidance Counselor	<i>Peggy Whiteman</i>	W: x335 C: 970.903.4731
SRO	<i>Tyler Stream</i>	W: x323 C: 307.340.2528

Title:	Name:	Contact:
<i>Nurse</i>	<i>Adele Cass</i>	W: x212 C: 970.590.7829
<i>LEMS Principal</i>	<i>Lu Kasper</i>	W: x201 C: 307.871.4109
<i>LEMS Secretary</i>	<i>Traci Bruegger</i>	W: x243 C: 307.216.0787
<i>LEMS Counselor</i>	<i>Anna Skeen</i>	W: x231 C: 308.430.5228
<i>LEMS Psychologist</i>	<i>Heather Heth</i>	W: x216 C: 307.215.0470
<i>Maintenance</i>	<i>Willy Wilcox</i>	W: x261 C: 307.340.1712
<i>Food Services Director</i>	<i>Latrisha Molzahn</i>	W: x242 C: 307.340.1357
<i>Food Services</i>	<i>Leeann Fullmer</i>	W: x242 C: 307.
		W: x C:
		W: x C:
		W: X C:



Incident Recovery Plan Emergency Telephone

Numbers

<i>Agency</i>	<i>Contact Telephone Number</i>
<i>American Red Cross</i>	<i>307-638-8906</i>
<i>FBI - Denver</i>	<i>303-629-7171</i>
<i>Solutions for Life</i>	<i>307-334-3666</i>
<i>Helpmate Crisis Center</i>	<i>307-334-3416 or 334-2608</i>
<i>Niobrara County Fire Department</i>	<i>307-334-2100</i>
<i>Lusk Police Department</i>	<i>307-334-2212</i>
<i>Niobrara County Sheriff's Office</i>	<i>307-334-2240</i>
<i>Town of Lusk</i>	<i>307-334-3612</i>
<i>Douglas Fire Department</i>	<i>307-358-4700</i>
<i>Douglas Police Department</i>	<i>307-358-3311</i>
<i>Converse County Sheriff's Office</i>	<i>307-358-4700</i>
<i>Department of Family Services</i>	<i>307-334-2153</i>
<i>Black Hills Energy</i>	<i>800-694-8989</i>
<i>Poison Control</i>	<i>800-222-1222</i>
<i>Lusk Water (John Eddy)</i>	<i>307-340-0385</i>
<i>Long Technology (HVAC)</i>	<i>307-265-5997 or 575-6290</i>
<i>Niobrara Community Hospital</i>	<i>307-334-4000</i>
<i>Suicide Prevention</i>	<i>800-273-8255</i>
<i>US Dept. Environment Protection Agency</i>	<i>800-227-8917 or 307-332-3047</i>
<i>US National Weather Service</i>	<i>301-427-9855</i>
<i>Wyoming Division of Criminal Investigation</i>	<i>307-856-0918 or 307-778-7181</i>
<i>Wyoming Dept. of Homeland Security</i>	<i>307-777-4663</i>
<i>Wyoming Highway Patrol</i>	<i>800-442-9090</i>
<i>Emergency Management</i>	<i>307-340-0893</i>
<i>Emergency Medical Systems Director</i>	<i>307-340-1946</i>



Appendix C

Counseling Services

Counseling Center

Role:

- *Staff counselors serve as consultants to the Emergency Response Team concerning mental health issues.*
- *To respond on site and/or by phone to meet the mental health needs of those individuals involved in the emergency.*
- *To provide normal prevention programming to the campus as one means of avoiding emergencies.*
- *To provide and/or offer follow-up and debriefing with faculty/staff/students/parents regarding their mental health needs after an emergency.*
- *To know how to connect with Red Cross to seek support for the District or for the Counseling Center as needed.*
- *To stay up-to-date on emergency response protocol relative to mental health issues.*
- *To provide support for any mental health issues related to the emergency.*

Command Post and District Emergency Operations Center Procedures

The Incident Command Post is the location from which field operations are conducted. There should be only one Incident Command Post, although there may be other satellite support areas such as a staging area for media, personnel, and equipment.

The location of the Incident Command Post should be chosen based on:

- *Access by responders.*
- *Safety from the incident site (a minimum of one solid core door should separate the command post from the site of the incident).*
- *Access to needed elements such as phone lines and lighting.*
- *Access to a primary and secondary exit.*
- *Positioned between the inner and outer perimeter.*

Personnel gathered at the command post may include (as required):

- *A Field Supervisor*

- *An aide who is familiar with emergency operations to record events as they unfold.*
- *Person(s) who are familiar with the subject of the emergency to identify hazards and prevent hazardous actions.*
- *Representative(s) from the area(s) affected to provide technical and occupancy information in addition to providing chemical information such as material safety data sheets and chemical inventories.*
- *An operations manager whose main objective is to oversee the activities of trained personnel assigned to directly resolve the incident (e.g. clean up a chemical spill or flood).*
- *A staging area manager whose responsibility is to set up and manage a staging area and coordinate the movement of personnel and equipment from the staging area to the incident.*

- *A public relations representative to gain factual information about the incident and provide this information to the press.*

Each key representative should be issued an identification vest. All other personnel should be directed to the staging area or to the EOC if such an assignment is appropriate. All others should be directed to leave the area.

The Emergency Operations Center (EOC) *is the location from which the Incident Commander and the general and command staffs will coordinate emergency operations, logistical support, planning, and financial management functions.*

In a unified command structure, *with which several jurisdictional agencies are involved, designated individuals assigned by the Incident Commander, or the jurisdictional authority gather at this location to:*

- *Conduct initial evaluation of the incident*
- *Define objectives*
- *Form a plan to mitigate the incident*
- *Identify, acquire and deploy resources as needed*
- *Stabilize the scene*
- *Continually evaluate conditions*
- *Carry out the necessary objectives for reaching return-to-normal operations*

Equipment that may be needed at the command post include:

- *Copy of Emergency Operations Plan*
- *Telephone lines with outside access*
- *Cell phone with charger/back-up battery*
- *Building plans for the affected area*
- *A District map*
- *Radio communication means*
- *Emergency lighting*
- *A business directory*

- *Clerical supplies*
- *A first aid kit and an Automated External Defibrillator (AED).*
- *A status board with markers or chalk*
- *Bottled water*



Appendix E

***Bomb Threat
Evacuation
Distances & Checklist***
***(from U.S. Department of Homeland
Security)***

BOMB THREAT PROCEDURES

This quick reference checklist is designed to help employees and decision makers of commercial facilities, schools, etc. respond to a bomb threat in an orderly and controlled manner with the first responders and other stakeholders.

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:

1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the

caller hangs up, immediately notify them yourself.

5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of call, DO NOT HANG UP, but from a different phone, contact authorities immediately with information and await instructions.

If a bomb threat is received by handwritten note:

☐ Call _____

☐ Handle note as minimally as possible.

If a bomb threat is received by e-mail: ☐ Call

_____ ☐ Do

not delete the message.

Signs of a suspicious package:

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected delivery
- Poorly handwritten
- Misspelled words
- Incorrect titles
- Foreign postage
- Restrictive notes

BOMB THREAT CHECKLIST

*** Refer to your local bomb threat emergency response plan for evacuation criteria DO NOT:**

- Use two-way radios or cellular phone. Radio signals have the potential to detonate a bomb.
- Touch or move a suspicious package.

WHO TO CONTACT (Select One)

- 911
- Follow your local guidelines

☐ Where is the bomb located?
(building, floor, room, etc.)

☐ When will it go off?

☐ What does it look like?

☐ What kind of bomb is it?

☐ What will make it explode?

☐ Did you place the bomb? Yes No

☐ Why?

☐ What is your name?

**For more information about this form contact the
DHS Office for Bombing Prevention at
OBP@dhs.gov**

DATE:

TIME: **2014**

TIME CALLER PHONE NUMBER WHERE HUNG UP:
CALL RECEIVED:

Ask Caller:

Exact Words of Threat:

Information About Caller:



Homeland
Security

Where is the caller located? (background/level of noise)

Estimated age:

Is voice familiar? If so, who does it sound like?

Other points:

Caller's Voice	Background Sounds	Threat Language
<div><div></div>Female</div>	<div><div></div>Animal noises</div>	<div><div></div>Incoherent</div>
<div><div></div>Male</div>	<div><div></div>House noises</div>	<div><div></div>Message read</div>
<div><div></div>Accent</div>	<div><div></div>Kitchen noises</div>	<div><div></div>Taped message</div>
<div><div></div>Angry</div>	<div><div></div>Street noises</div>	<div><div></div>Irrational</div>
<div><div></div>Calm</div>	<div><div></div>Booth</div>	<div><div></div>Profane</div>
<div><div></div>Clearing throat</div>	<div><div></div>PA system</div>	<div><div></div>Well-spoken</div>
<div><div></div>Coughing</div>	<div><div></div>Conversation</div>	<div><div></div>Stutter</div>
<div><div></div>Cracking voice</div>	<div><div></div>Music</div>	
<div><div></div>Crying</div>	<div><div></div>Motor</div>	
<div><div></div>Deep</div>	<div><div></div>Clear</div>	
<div><div></div>Deep breathing</div>	<div><div></div>Static</div>	
<div><div></div>Disguised</div>	<div><div></div>Office machinery</div>	
<div><div></div>Distinct</div>	<div><div></div>Factory machinery</div>	
<div><div></div>Excited</div>	<div><div></div>Local</div>	
<div><div></div>Laughter</div>	<div><div></div>Long Distance</div>	
<div><div></div>Lisp</div>	<div><div></div>other information:</div>	
<div><div></div>Loud</div>		
<div><div></div>Nasal</div>		
<div><div></div>Normal</div>		
<div><div></div>Ragged</div>		
<div><div></div>Rapid</div>		
<div><div></div>Raspy</div>		
<div><div></div>Slow</div>		
<div><div></div>Slurred</div>		
<div><div></div>Soft</div>		



BOMB THREAT STAND-OFF CHART

Threat Description Improvised Explosive Device (IED)		Explosives Capacity ¹ (TNT Equivalent)	Building Evacuation Distance ²	Outdoor Evacuation Distance ³
	Pipe Bomb	5 LBS	70 FT	1200 FT
	Suicide Bomber	20 LBS	110 FT	1700 FT
	Briefcase/Suitcase	50 LBS	150 FT	1850 FT
	Car	500 LBS	320 FT	1500 FT
	SUV/Van	1,000 LBS	400 FT	2400 FT
	Small Moving Van/ Delivery Truck	4,000 LBS	640 FT	3800 FT
	Moving Van/ Water Truck	10,000 LBS	860 FT	5100 FT
	Semi-Trailer	60,000 LBS	1570 FT	9300 FT

1. These capacities are based on the maximum weight of explosive material that could reasonably fit in a container of similar size.
2. Personnel in buildings are provided a high degree of protection from death or serious injury; however, glass breakage and building debris may still cause some injuries. Unstrengthened buildings can be expected to sustain damage that approximates five percent of their replacement cost.
3. If personnel cannot enter a building to seek shelter they must evacuate to the minimum distance recommended by Outdoor Evacuation Distance. These distance is governed by the greater hazard of fragmentation distance, glass breakage or threshold for ear drum rupture.



Appendix F

ICS Forms

<i>Form Number</i>	<i>Description</i>
<i>ICS Form 201</i>	<i>Incident Briefing</i>
<i>ICS Form 202</i>	<i>Incident Objectives</i>
<i>ICS Form 203</i>	<i>Organization Assignment List</i>
<i>ICS Form 204</i>	<i>Assignment List</i>
<i>ICS Form 205</i>	<i>Incident Radio Communications Plan</i>
<i>ICS Form 205A</i>	<i>Communications List</i>
<i>ICS Form 206</i>	<i>Medical Plan</i>
<i>ICS Form 207</i>	<i>Incident Organization Chart</i>
<i>ICS Form 208</i>	<i>Safety Message-Plan</i>
<i>ICS Form 209</i>	<i>Incident Status Summary</i>
<i>ICS Form 210</i>	<i>Resource Status Change</i>
<i>ICS Form 211</i>	<i>Incident Check-In List</i>
<i>ICS Form 213</i>	<i>General Message</i>
<i>ICS Form 213RR</i>	<i>Resource Request Message</i>
<i>ICS Form 214</i>	<i>Activity Log</i>
<i>ICS Form 215</i>	<i>Operational Planning Worksheet</i>
<i>ICS Form 215A</i>	<i>Incident Action Plan Safety Analysis</i>
<i>ICS Form 218</i>	<i>Support Vehicle-Equipment Inventory</i>
<i>ICS Form 220</i>	<i>Air Operations Summary</i>
<i>ICS Form 221</i>	<i>Demobilization Check-Out</i>
<i>ICS Form 225</i>	<i>Incident Personnel Performance Rating</i>



Appendix G

Training Materials/ Documentation

[illegible]

[illegible]

[illegible]

[illegible]