
2 *Prevention/Mitigation*



2 Prevention/Mitigation



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Prevention & Mitigation

Although schools have no control over some of the hazards that impact them, they can take action to mitigate the impact of emergencies or crises. Schools can also take action to reduce the likelihood of school-related violence such as bullying, fights, and harassment.

Prevention

Prevention refers to actions taken to avoid potential hazards, dangerous events, or injury. These actions include strategies to promote positive character development and establish positive school climates that are free of threat, harassment and any type of bullying behavior. Research shows that evidence-based social skill intervention programs increase a student's:

- Commitment to school and time devoted to school work**
- Mastery of subject material and motivation to learn**
- Attendance, graduation rates and prospects for productive employment while reducing suspension, expulsion and grade retention**



See **Law Enforcement/FME Resources** maps in **RESOURCES**



See **Safety & Security Assessment** in **FORMS**

A list of resources for research-based practices to promote positive school climates and prevent bullying behavior can be found in Resource section.

Mitigation

Mitigation refers to actions taken to reduce or eliminate the potential impact of a hazard on people and property. Mitigation requires taking inventory of potential dangers and identifying what to do to prevent injury. For example, lighting in an area may be inadequate, playground equipment may have sharp edges, crosswalks may be poorly marked, access control procedures may be lacking, or stored materials may be blocking evacuation exits.

NOTE: Site Administrators are encouraged to contact the local fire and law enforcement agencies to identify and mitigate potential safety concerns.

¹Malecki, C.K. & Elliot, S.N. (2002). Children's social behaviors as a predictor of academic achievement: A longitudinal analysis. *School Psychology Quarterly*, 17(1), 1-23.

²Hawkins, J.D. (1997). Academic performance and school success: Sources and consequences. In R.P. Weissberg, T.P. Gullotta, R.L. Hampton, B.A. Ryan, & G.R. Adams (Eds.), *Enhancing children's wellness* (pp.278-305). Thousand Oaks, Ca: Sage.



Response Teams

District Level Emergency Response Team

The Incident Command System (ICS), is a nationally recognized organizational structure developed by the Federal Emergency and Security Offices in responding to emergencies within the district and with the County Office of Education (COE) for larger scale emergencies. **To the left is a partial list of district departments that could provide ongoing expertise in emergency preparedness and would respond directly with district resources in the event of an emergency.**

A list of your district’s critical department phone numbers can be found in Site Specific section.

***Superintendent,
Assistant
Superintendents
Safety and Security
Risk Management
Communications
Office
Facility Services
Technology
Business
Psychological service
(District Crisis
Recovery Team)***

Site-Based Emergency Response Team

At the school or site level, the Emergency Response Team, or “E-Team” includes the **Site Administrator/Principal (Site Incident Commander) and several site-based coordinators** as detailed by the section on the Incident Command System.

These coordinators perform essential tasks to save life, provide for student safety, secure the facility, communicate with parents, and address the emotional impact of a crisis on students. They perform essential emergency functions, and are not necessarily limited to specific individuals, who might be absent from the school during an emergency. Any skilled school staff member may be asked to fill one of these roles and perform essential tasks during an emergency.

The Site Administrator or Principal (Site Incident Commander) will activate these coordinators if their support is needed to effectively respond to an emergency.



PREVENTION/MITIGATION

The Incident Command System

The Incident Command System (ICS)

The Incident Command System (ICS), is a nationally recognized organizational structure developed by the Federal Emergency Management Agency (FEMA) in compliance with the National Incident Management System (NIMS; Department of Homeland Security) that provides for role assignment and decision-making while planning for and reacting to critical incidents of all types. Implementing ICS will allow for all school personnel to know their area of responsibility during a crisis and to plan and practice the management of their specific role.

Tasks needed to successfully handle critical incidents are assigned to school personnel, who are responsible for carrying them out in the event of a crisis. This type of delegation limits the number of functions under any one manager, allowing each person to focus on just one or two aspects of the incident. These managers then provide information to the Incident Commander (often the Principal) and help that person make informed decisions. Using this type of organizational system during a critical incident helps create clear communication channels that will limit the chaos and uncertainty associated with emergency incidents.

Permanently assigning specific areas of responsibility to school personnel provides each member with the opportunity to specialize in the management of his or her area. Plans can be made, policy established, and training conducted well in advance of any emergency incident. This type of forward thinking will be needed during a critical incident and is a key component to a school being properly prepared.

The ICS can also address the uncertainty of exactly who will be in the building during an emergency. When assigning the management critical roles in the ICS, name two or three substitutes to assure coverage at all times. This may require some individuals to be responsible for more than one task, but only if the primary manager were out of the building. While the ICS identifies roles for the members of the crisis team, all school faculty/staff members should have an organized reporting system that lists their specific functions during an emergency. Teachers with students in class will have specific functions, as will teachers not assigned a class when an emergency occurs.

Most emergency responders use some form of ICS to manage emergency events. Because of this, a school with assigned roles for administrators, teachers and support staff will be able to work more efficiently with the responding fire or police agency. These agencies will be able to immediately identify the ICS school employee who will quickly answer questions about the incident and school operations.

The District IC will be in command as soon as he or she arrives at the school site. This will allow the Site Incident Commander/Site Administrator to focus on the well being of students, visitors and staff. In addition, the District IC is experienced in interfacing with county incident commanders and providing for the safety and security of the school.



PREVENTION/MITIGATION

The Incident Command System

Management/ Command

The Management/Command is responsible for policy-making with respect to disaster planning and preparedness and for the overall coordination of emergency response and recovery activities. This section has four team members: the Incident Commander, the Public Information Officer (PIO), the Safety Officer, and the Liaison Officer. In short, they are **the leaders**.

Site Incident Commander

The Site Incident Commander is the administrator or principal of the school. The Site Incident Commander is typically the first responder when an emergency occurs at a school site. The Site IC must initiate a quick and effective response using the emergency procedures outlined in this ERCM manual. The Site IC must act to contain the situation and provide for the safety of all students, visitors, and staff. The Site IC has full authority to make personnel assignments and the decision to lock-down or evacuate a building to preserve life and property.

Site IC Responsibilities:

- Determine the level of emergency response needed
- Activate the emergency response system by
 - Calling 911
 - Calling the district office
- Decide whether to stay in the school building or evacuate
 - Make an appropriate announcement to students and staff
 - Get the Crisis Response Box, First Aid Kit and/or other supplies
 - Account for all students, staff, and visitors
- Meet with city or county emergency responders upon arrival
- Meet with the District Incident Commander upon arrival
- Establish an in-school Command Post per the school Emergency Management Plan, if needed
- Activate a plan for releasing students to parents
- Implement a crisis recovery plan
- Document all activities



See **CHECK LISTS** section for detailed job descriptions of all Incident Command Functions



PREVENTION/MITIGATION

The Incident Command System



See **FORMS** section for Incident Commander forms:

- *Operation Center Staffing List*
- *Incident Action Plan*
- *Section Team Tasks Form*
- *Situation Reports*
- *Incident Briefing Logs*
- *Activity Log*
- *Message Forms*
- *Action Plan*
- *Staff Duty Log*



See **FORMS** section for Liaison Officer forms:

- *Incident Action Plan*
- *Section Team Tasks Form*
- *Situation Reports*
- *Incident Briefing Logs*
- *Activity Log*
- *Message Forms*

District Incident Commander

The District IC will be in command as soon as he or she arrives at the school site. This will allow the Site Incident Commander/Site administrator to focus on the well-being of students, visitors and staff. In addition, the District IC is experienced in interfacing with county incident commanders and providing for the safety and security of the school. The District IC has full authority to make personnel assignments allocate additional resources and the decision to evacuate and relocate to preserve life and property. The District IC works in close collaboration with Superintendents and other administrators.

District IC Responsibilities

- Collaborate with the Site Incident Commander (Site Administrator, Principal or designee), Superintendent and the Public Information Officer
- Meet with County Incident Commanders (Police, Fire, HAZMAT, etc.)
- Coordinate all activities at the emergency site in partnership with city/county Incident Commanders
- Provide for the safety and security of all students, staff and visitors
- Activate District emergency support resources and District Crisis Recovery Team
- Document all activities

Liaison

When the local police and fire departments respond to a school incident, they will immediately require contact with a school official. This official must be able to provide information not only about the emergency, but also about the plans the school has implemented to ensure the safety of the students.

Contact between the school operations and the police/fire operations must be maintained throughout the incident. The role of Liaison establishes a “link” between Incident Commanders if a unified command is not established. During some incidents, the Site Incident Commander can accomplish this liaison assignment; however, a large incident should have someone whose sole duty is to act as a liaison.

Liaison Responsibilities:

- Interface between the Site Incident Command center and First Responder Incident Commander
- Continually interface between Incident Commanders to help coordinate their responses



PREVENTION/MITIGATION

The Incident Command System

First Responder Incident Commander

In an emergency, the responding agency's Incident Commander is the chief authority and will be in command as soon as he/she arrives at an emergency site.

In the event of a crime, the police/or sheriff's department will be the lead command. In the event of a fire, the fire department will be the lead command. In the event of a health emergency, such as a pandemic, the health department will be the lead command. County emergency response agencies will look for the District or Site Incident Commander to quickly brief them on the emergency when they arrive at the emergency site.

First Responder Responsibilities:

- Coordinate emergency responses as the situation dictates
- Interface with the District and Site Incident Commander
- Interface with Public Information Officer

Safety Officer

The Safety Officer, unofficially known as the 'observer', is tasked with identifying the physical and emotional needs of the responders. Their job is to monitor the responders to prevent unsafe actions by making sure their needs are met.

Depending on the size of the school site and the incident, sites may need to assign all responders the role of Safety Officer or the district may provide this safety function.



See **FORMS** section for Safety Officer Forms:

- *Incident Action Plan*
- *Section Team Tasks Form*
- *Situation Reports*
- *Incident Briefing Logs*
- *Activity Log*
- *Message Forms*

Safety Officer Responsibilities:

- Address the physical and emotional needs of responders
- Work closely with the mental health officials
- Monitor responders to prevent unsafe actions by providing breaks or addressing other needs
- Provide ongoing updates to the Operations Chief



PREVENTION/MITIGATION

The Incident Command System

Public Information Officer (PIO)

It is essential that information be managed responsibly in a crisis. The inappropriate release of inaccurate or confidential information may seriously compromise an effective emergency response. Site Administrators/Principals should coordinate messages and the release of information to provide parents/guardians and community members with reliable and useful information about an unfolding crisis.

The Public Information Officer is responsible for the formulation and distribution of information about the incident to the news media. Depending on the scope of a crisis, the PIO may not be the actual spokesperson and the responsibilities of the PIO may be assumed by the Site Incident Commander, be filled by a designated staff member or, in the event of a major incident, District or Santa Cruz County Office of Education representatives will respond to the school to coordinate the release of information. School personnel should establish a media staging area to assist in providing information for public release. The PIO will work under the Site Incident Commander in conjunction with the District Incident Commander to handle the media.

Public Information Officer Responsibilities:

- Field all media inquiries and requests for interviews
- Coordinate with Incident Commanders, Superintendents and responding agencies to determine appropriate release of information
- Develop key messages
- Provide timely and accurate official statements, news releases, fact sheets, website notices and letters to families and employees as events unfold
- Schedule media briefings or news conferences to provide updates and address rumors
- Serve as official spokesperson and identify other spokespersons as appropriate
- Provide guidance and training for additional spokespersons and provide general guidelines to district staff for working with the media if appropriate
- Establish a single area or onsite "camp" for media and regulate access to district property
- Manage media coverage and arrange coverage of memorial services and special events, if appropriate
- Provide ongoing updates to the Operations Chief



See **FORMS** section for Public Information Officer Forms

- *Disaster Public Information Release Worksheet*
- *Section Team Tasks Form*
- *Sample Press Release*
- *School Profile or School Accountability Report Cards*
- *Activity Log*
- *Message Forms*



PREVENTION/MITIGATION

The Incident Command System

Communicating with the Media

The Site Administrator's utmost concern during an emergency is the safety and well-being of students and staff. At the same time, parents, guardians, members of the community and media will want to know the details of the emergency. Immediate, accurate and easily accessible communications plays a crucial role during and after an emergency.

The role of the Public Information Officer, which may be filled by site officials or by the district, is to be the single information source, freeing up the Site Administrator/Incident Commander to handle the situation and focus on the safety and well-being of students and staff.

The PIO will provide accurate updates and clarification on the status of the situation to address rumors and misinformation. For example, if there is a need to evacuate students to a safe location, parents/guardians will be directed to this location to pick up their children. The PIO will work closely with the district and Incident commanders to release information to the media according to established procedures.

The Emergency Operations Center & School ICS Teams

During an emergency, the Management/Command Section gathers together in an area/room to set up a "command center" also known as the Emergency Operations Center (EOC). In the EOC, the Management Section makes decisions affecting response activities based upon information coming in from the Section Chiefs of the other sections. The organizational chart on page 1.14 outlines the hierarchy in an EOC.

The Incident Command System is divided up into five teams* that respond to various aspects of the incident. Some of these teams may be fully deployed at the school site while others may include roles handled by district or off-site personnel. Each member of each team reports to a team chief who then conveys pertinent information to the Site Incident Commander.



** The five teams consist of Management/Command, Operations, Logistics, Planning/Intelligence, and Administration/Finance*

See **FORMS** section for
A PIO Sample Press Release
document



PREVENTION/MITIGATION

Operations Team: “doers”

Operations Team: “doers”

The Operations Team provides hands-on response to a crisis. It assists with implementing the strategies and tactics necessary to resolve the incident under the Incident Commander. Headed by an Operations Chief to whom all members report, the Operations Team is charged with coordinating accountability, student release, assembly, shelter, first-aid, search and locate, and security.

Search & Accountability

The role of this team is to check attendance of students and staff for the day of the incident and to determine who is missing or unaccounted for.



See **FORMS** section for Search and Accountability Team forms:

- *Damage Assessment*
- *Section Team Tasks Form*
- *Situation Status*
- *Activity Log*
- *Message Forms*
- *Injured and Missing Persons Report*

Search & Accountability Team Responsibilities

- Checks attendance for that day for both students and adults (everyone on campus)
- Responsible to “sweep” bathrooms, hallways, and other areas for students, staff, visitors
- Ensure students at the Evacuation Staging Areas for disabled students are evacuated
- Determines who is missing or unaccounted for, sends list to Operations Chief
- Report extent of injuries in each class, sends list to Operations Chief
- May need to search campus for unaccounted for people
- Use a red and green card system to determine an emergency need
- Green Card – all clear, everyone accounted for
- Red Card – Emergency assistance needed
- Community responders will do actual major rescue efforts when they arrive
- Provide ongoing welfare checks
- Provide ongoing updates to the Operations Chief

NOTE: Search and Accountability Teams work to the best of their abilities in teams of two.



PREVENTION/MITIGATION

Operations Team: “doers”

Assembly/Shelter Team

This team is responsible for setting up an evacuation site, and coordinating the supervision of students until they are released. In an emergency, teachers will account for and supervise all students. The Assembly/Shelter team will collect attendance sheets from all teachers and monitor student and teacher needs.



See **FORMS** section for Assembly/Shelter Team forms:

- *Activity Log*
- *Message Forms*
- *Action Plan*
- *Section Team Tasks Form*
- *Student Release Log*
- *Situation Status Report Form*
- *Injury and Missing Persons Report*
- *Notice of First Aid Care*

Assembly/Shelter Team Responsibilities

- Sets up evacuation site - Rest rooms always an issue
- Coordinate evacuation of students
- Coordinates the supervision of students until release
- Gets information from Accountability Team
- Assess and report emergent needs of students/staff
- Ensure students are occupied with activities
- Sets up a parent center - Should have an administrator present
- Documents person picking up child—
Have interpreters available
- Coordinate with the Parent/Student Reunification Coordinator
- Provide ongoing updates to the Operations Chief
- Document all activities
- High stress jobs—may need relief*

Special Needs Coordinator

The Special Needs Coordinator addresses the different requirements of populations with vision, hearing, mobility, emotional and developmental needs. The Coordinator also confirms that specific evacuation plans have been implemented for each individual.

Special Needs Coordinator Responsibilities

- Identify evacuation staging areas on each floor or wing of the school building
- Post signs to mark the location of evacuation staging areas
- Identify staff member buddy to locate the disabled student or staff member in the event of an emergency
- Ensure all individuals needing assistance have an individual plan developed
- Provide ongoing updates to the Operations Chief



See **RESOURCES** section for sample special needs planning templates.



PREVENTION/MITIGATION

Operations Team: “doers”

First-Aid Coordinator

The First Aid Team Leader is responsible for coordinating campus emergency medical response. This responsibility includes determining when the scope of an emergency exceeds the capabilities of his/her team and notifying the Incident Commander of the need for outside assistance. The First Aid Team Leader is also charged with calling for and directing the establishment of an on-site morgue when warranted.

First-Aid Coordinator Responsibilities

- Get the medical supplies in the school Emergency First Aid Kit/Backpack
- Establish a first-aid station in a safe area as indicated
- Coordinate medical triage as indicated (see page 2.34)
- Provide basic life support and care for the injured to the extent of abilities
- Coordinate with paramedics when they arrive
- Move students away from people who are injured
- Maintain records of the injured or deceased
- Identify staff to accompany injured to hospital
- Provide ongoing updates to the Operations Chief
- Document all activities
- Attach an ID tag on every victim in preparation for transporting to a hospital. Include medical cards, if available



See **FORMS** section for First Aid Team Forms:

- *Section Team Tasks Form*
- *Situation Status Report Form*
- *Activity Log*
- *Medical Treatment Victim Log*
- *Message Forms*
- *Notice of First Aid Care*



PREVENTION/MITIGATION

Operations Team: “doers”

Parent/Student Reunification Coordinator

The Reunification Coordinator’s primary role is to coordinate the reunion of students and parents or legal guardians. All students must be accounted for and reunited with their legal caretakers in an orderly manner. Each parent or legal guardian must sign out their child on an official record which is managed by Student-Parent Reunion Coordinator and later given to the District or Site Incident Commander.

Reunification Coordinator Responsibilities

- Coordinate reunion of students and parents**
- Set up a reunion location in an appropriate space**
- Coordinate with Shelter/Assembly Coordinator**
- Ensure parents or legal guardians sign out each student**
- Make sure all students are accounted for**
- Maintain sign-out sheets and other records**
- Provide ongoing updates to the Operations Chief**
- Document activities**



See **FORMS** section for Student/
Parent Reunification

Team forms:

- *Student Request Form*
- *Message Forms*
- *Student Emergency Contact Card*
- *Activity Log*
- *Student Release Log*
- *Situation Status*



PREVENTION/MITIGATION

Operations Team: “doers”

Maintenance/Fire/Site Security Team

The primary role of the Maintenance/Fire/Site Security Team is to coordinate the security of the building and provide material support to the Site Incident Commander. The Site Security Team will be called upon to turn off the ventilation system, lock school doors, and move equipment and supplies to where they are needed most. The Team Chief will report to and work in close collaboration with the District and Site Incident Commander.

The Maintenance/Fire/Site Security Team Coordinator is responsible for assessing, identifying and mitigating (to the extent possible) campus hazards, during and immediately following an on-site disaster/emergency. This team is also responsible for campus security for the duration of the incident, or until first responders assume that responsibility. The Maintenance/Fire/Site Security Team is responsible for assessing, identifying and mitigating (to the extent possible) campus hazards, during and immediately following an on-site disaster/emergency.



See **FORMS** section for Maintenance/Fire/Site Security Team Forms:

- *Damage Assessment Form*
- *Section Team Tasks Form*
- *Activity Log*
- *Situation Status Report*
- *Message Form*

Maintenance/Fire/Site Security Team Responsibilities

- Attend a briefing with the Operations Section Chief and other Operations Team Leaders
- Open Go-Kit and put on personal safety equipment and I.D.
- Check radios and flashlights
- Open and maintain position activity log
- Assess available personnel and make appropriate assignments
- Survey on-campus hazards and prioritize team response
- Work in pairs
- Provide ongoing updates to the Operations Chief

Maintenance/Fire/Site Security Team Operational Duties

As you do the following, observe the site and report any damage by radio to the Command Center:

- Verify the shut-off of utilities, as necessary
- Check gas meter and shut it off **ONLY IF IT IS LEAKING**
- Determine integrity of on-campus water system and report this information to the Operations Section Chief
- Shut down electricity only if building has clear structural damage or advised to do so by Command Post
- Direct the suppression of small fires
- Coordinate the location of existing and potential hazards
- Facilitates emergency vehicle access to the campus
- Oversees/monitors campus security/perimeter control
- Secures school campus and buildings from unauthorized access

NOTE: Take no action that might endanger you. Do not work beyond your expertise.



PREVENTION/MITIGATION

Logistics Team: “getters”

Logistics Team: “getters”

The Logistics team is responsible for obtaining any needed resources for the incident, including personnel. Managed by the Logistics Chief, they are the “getters” who are responsible for coordinating transportation, food, water and supplies.

Staffing and Supplies Coordinator

The primary role of the Staffing and Supplies Coordinator (SSC) is to coordinate needed personnel and provide material support to the Site Incident Commander. The SSC will be called upon to direct personnel and distribute equipment and supplies to where they are needed most. The SSC will report to and work in close collaboration with the District and Site Incident Commander.

Staffing and Supplies Coordinator Responsibilities:

- Assist in moving students, staff, and visitors to safe locations
- Move equipment and materials to areas where they are needed
- Ensures communications systems are working – primary and back-up
- Provide ongoing updates to the Logistics Chief
- Document all activities



See **FORMS** section
for Staffing & Supplies
Coordinator Forms:

- *Emergency Supply Inventory*
- *Section Team Tasks Form*
- *Situation Status Report*
- *Message Forms*
- *Activity Log*



PREVENTION/MITIGATION

Logistics Team: “getters”

Emergency Food and Water Team Coordinator

The role of the Emergency Food and Water Team is to determine and provide for the feeding requirements at all incident participants. The team will meet these requirements by procurement or production as appropriate to the situation and unit capabilities. Overall responsibilities may include menu planning, determining cooking facilities required for preparation, serving, providing potable water, and general maintenance of the food service areas.

Emergency Food and Water Team Coordinator Responsibilities

- Obtain a briefing from the Logistics Chief
- Determine a feeding method which is appropriate to the situation and coordinate with Logistics and Finance teams
- Obtain necessary equipment and supplies to operate the food service facilities
- Set up food equipment
- Ensure that appropriate health and safety measures are taken
- Ensure that sufficient potable water is available to meet the incident needs
- Provide ongoing updates to the Logistics Chief
- Document all activities



See **FORMS** section for Emergency Food and Water Team forms:

- *Situation Status Report*
- *Section Team Tasks Form*
- *Message Forms*
- *Activity Log*



PREVENTION/MITIGATION

Logistics Team: “getters”

Transportation/Traffic Safety Coordinator

The Transportation Team Coordinator is responsible for implementing the transportation plan during school emergencies. Part of those responsibilities includes directing buses and trucks to areas where they are needed to ferry students, staff and/or supplies.

Transportation/Traffic Safety Coordinator Responsibilities:



See **FORMS** section for Transportation Team Forms:

- *Situation Status Report*
- *Section Team Tasks Form*
- *Message Forms*
- *Activity Log*

- Open Go-Kit and put on personal safety equipment and I.D.
- Attend a briefing with the Logistics Section Chief and the Supplies and Staffing Team Leader
- Hard hat, vest and safety equipment
- Open and maintain position activity log
- Implement various components of the transportation plan
- Assess the need and direct the use of vehicles on campus
- Stay in contact with Section Chiefs about the needs of other sections
- Release staff and volunteers per direction of IC
- Arrange for the return of vehicles to vendors
- Insure close-out of all logs and turn them over to Administration/Finance-Documation Team
- Make sure all equipment and re-usable supplies are safely and securely stored
- Provide ongoing updates to the Logistics Chief-



See **FORMS** section for Communication Team Forms:

- *Situation Status Report*
- *Section Team Tasks Form*
- *Message Forms*
- *Activity Log*

Communications Team Coordinator

The Communications Team Coordinator is charged with establishing, coordinating, and directing verbal and written communications on-site and with the District Office. If the District Office cannot be contacted, communications may be made with outside agencies when necessary.

Communications Team Coordinator Responsibilities:

- Set-up, distribute radios, and test communications equipment
- Coordinate all communications between IC Center and District Office
- Monitor radio station(s) for local emergency news on KSCO 1080 kHz
- Provide ongoing updates to the Logistics Chief



PREVENTION/MITIGATION

Planning/Intelligence: “thinkers”

Planning/Intelligence: “thinkers”

Planning/Intelligence Team

The function of the Planning/Intelligence Team is to define and measure the incident. Responsibilities of this team include keeping a written record of all actions taken to respond to the incident, debriefing, and coordinating the mental health recovery team.

The Planning/Intelligence Section Chief is responsible for overseeing the collection, evaluation, documentation and use of information about the development of the incident and the status of resources, as well as maintenance of accurate records and site map. Provides ongoing analysis of situation and resource status and assists the Incident Commander in developing an Incident Action Plan. when appropriate, This section will also prepare briefings for the Incident Commanders related to new or updated intelligence.



See **FORMS** section for Planning Team forms:

- ***Emergency Time/ Situation Report***
- ***Situation Status Report***
- ***Activity Log***
- ***Message Forms***
- ***Student Accounting Form***
- ***Action Plan***
- ***Section Team Tasks Form***

Mental Health Team (SERP)

The mental health team, SERP (School Emergency Response Protocol), may be called in by the school district when notified by the Site Administrator/Incident Commander of an incident determined to be beyond the school and district’s capacity to provide an adequate mental health response.

District Crisis Recovery Team

The District Crisis Recovery Team will assist Site Administrators and schools in addressing the social and emotional impact of a crisis. During a crisis, students and staff may be exposed to traumatic experiences that are far beyond typical experiences. Such experiences may heighten anxiety and impact a person’s ability to cope.

District Crisis Recovery Team Responsibilities:

- Coordinate social and emotional support services for students, and staff, and visitors**
- Activate SERP team and other community resources**
- Assess and refer students, staff, visitors for support services**
- Provide information to parents in collaboration with Site Administrators and the Public Information Officer**
- Develop plans to support students’ return to learning in collaboration with the Site Administrator**
- Document all activities**
- Provide ongoing updates to the Planning/Intelligence Chief**



PREVENTION/MITIGATION

Planning/Intelligence: “thinkers”

Documentation Team

Remaining with the Site Incident Commander at all times, the Documentation Team Scribe shall maintain accurate and complete incident files with reference to time, message and actions taken. The Team is responsible for keeping a written record of the incident. In a large operation, Logistics and Operations Chiefs may have their own Incident Scribe as well.



See **FORMS** section for Documentation Team forms:

- *Emergency Time/ Situation Report*
- *Situation Status Report*
- *Activity Log*
- *Message Forms*
- *Student Accounting Form*
- *Action Plan*
- *Section Team Tasks Form*

Documentation Team Responsibilities:

- Open and maintain incident master time log
- Ensure all radio and verbal communications are recorded
- File all reports as they are turned in. Although a permanent log may be typed up at a later date; all original notes and records **MUST** be kept—they are legal documents.
- Maintaining and periodically distributing a situation report
- Gathering incident related information from other teams for entry into the Master Incident Time log.
- Referring newsworthy information to the Public Information Officer
- Ensuring that all messages are properly routed
- Assist in creating and filing Action Plans
- Provide ongoing updates to the Planning/Intelligence Chief

Timely debriefing is necessary to identify lessons learned from a crisis, as well as to make changes to the emergency response plans and protocols. Those in charge of debriefing will gather essential information about each team’s response in order to accurately identify strengths and weaknesses in the crisis response plan.



PREVENTION/MITIGATION

Planning/Intelligence: “thinkers”

Incident Scribe

The Incident Log Scribe’s function is to keep a written record of all communications and actions related to the incident. The scribe attaches to the Incident Commander and records all appropriate information. Depending upon the incident, Operations and Logistics chiefs may have a scribe as well.

Incident Scribe Responsibilities:

- Put on I.D.
- Open Go-Kit and put on personal safety equipment
- Obtain equipment and supplies
- Identify self to the Incident commander

Incident Scribe Operational Duties:

- Team with the Incident Commander or other assigned personnel***
- Maintain and periodically distributed situation report***
- Gather incident-related information from other teams for entry into the Incident Command Post log***
- Refer newsworthy information to the Public Information Officer***
- Ensure that all messages are properly routed***
- Document, in writing, all actions and communications (including the time) ordered and received by the Incident Commander or other assigned personnel***



See **FORMS** section for Incident Scribe forms:

- *Section Team Tasks Form*
- *Situation Reports*
- *Operation Staffing List*
- *Activity Log*
- *Message Forms*



PREVENTION/MITIGATION

Administration/Finance: “payers”

Administration/Finance: “payers”

The Finance/Administration Section Chief is responsible for overseeing the financial tracking, procurement, and cost analysis related to the disaster or emergency, as well as maintenance of financial records, tracking and recording staff hours. The Finance/Administration Section is made up of the Record Keeping Team.

Record Keeping Team

The Record Keeper is tasked with recording equipment, supplies and personnel time.

Record Keeping Team Responsibilities:



See **FORMS** section for Record Keeper forms:

- *Activity Log*
- *Operation Staffing List*
- *Section Team Tasks Form*
- *Message Forms*
- *Staff Duty Log*
- *Situation Reports*
- *Finance/Spending Log*

- Establish and maintain a file for employee time reports**
- Establish objectives, make assignments and evaluate performance**
- Maintain a list of all damaged or lost equipment for after-incident billing claims**
- Maintain a current posting on all charges or credits for fuel, parts, services, etc.**
- Ensure that all employee/agency identification is verified to be correct on the time report**
- Ensure that time reports are signed**
- Ensure that all records, personnel time recording forms, and any other finance documents are in order and have been submitted for processing**

While the Operations and Logistics teams have immediate and essential roles in a crisis, and will be deployed to some extent in any incident, it may not be feasible to activate the other teams during a crisis. Small school sites may lack the personnel to fill these roles. If this is the case, the roles required by each team will either be shared between staff, or given to off-site district personnel.



PREVENTION/MITIGATION

Non-ICS Staff Roles

Non-ICS Staff Roles

Teachers

The role of a teacher will vary greatly depending on whether they are in charge of a class of students or are not assigned to a classroom when a crisis occurs. Because teachers are a familiar role model and authority figure, they are essential in keeping students calm and safe during an emergency.

Teacher's Responsibilities:



See **FORMS**
section for Teacher
Forms:
• *Activity Log*

- Carry out all directives of the Site Incident Commander/Administrator
- Get students' attention!
- Direct students to evacuate, Lockdown or Shelter-in-Place as indicated
- Take attendance and account for all students
- Remain with students at all times
- Report missing or injured students to the Search & Accountability Coordinator and the Site Incident Commander
- Restore order and assist other teachers as necessary
- Reassure students and occupy students with an activity as appropriate
- Document all activities

NOTE: Teachers not on duty, should report to the Site Incident Commander for directions.



PREVENTION/MITIGATION

Non-ICS Staff Roles

School Secretary Responsibilities

School secretaries play an essential role in emergency preparedness. They know how to reach the Site Administrator when s/he is out of the building. They know how to operate critical systems in the school such as intercoms, school bells/buzzers, and telephones. They also keep updated records of enrollment and emergency contact information for students.

In the event of an emergency evacuation, it is essential that school secretaries take with them an updated copy of students enrolled at their school. This information will be required when students are released to parents following an emergency.

BEFORE an emergency

- Routinely update student emergency contact information
- Print student/staff emergency contact information and place it in the Crisis Response Box
- Obtain copies of student/staff ID's and place in the Crisis Response Box
- Label and place the Crisis Response Box in an obvious location in the main office
- Inform the Site Administrator and staff of the location of the Crisis Response Box
- Take the school visitor sign-in sheet with you (or place in the Crisis Response Box) in the event of an evacuation
- Keep the office copy of this ERCM manual in an obvious location for use in an emergency

DURING an emergency

- Carry out all directives of the Site Administrator/Site Incident Commander
- Assist the Search/Accountability team in accounting for students and staff
- Assist emergency responders with communication (phones, FAX, etc.) and administrative tasks as needed
- Document all activities



PREVENTION/MITIGATION **Levels of Emergencies**

Level of Emergencies

A school emergency can be relatively limited in scope or affect the entire school population. It is essential to determine the level of the emergency as this dictates how you will activate emergency responders. For example, for a child having an allergic reaction, you might get the child’s Epipen or call the school nurse. For a powerful storm, you must have all students Shelter-in-Place, moving them as necessary to safe areas.

This ECRM manual uses three levels to categorize emergencies and defines these as follows:

Individual Emergencies at School

The scope of an individual emergency is limited. The situation only impacts a few individuals and is effectively managed by a targeted emergency response. Examples of individual emergencies include allergic reactions, a fall from playground equipment, a broken tooth, a suicidal student, or a report of child abuse. The emergency response is focused and only involves essential personnel.

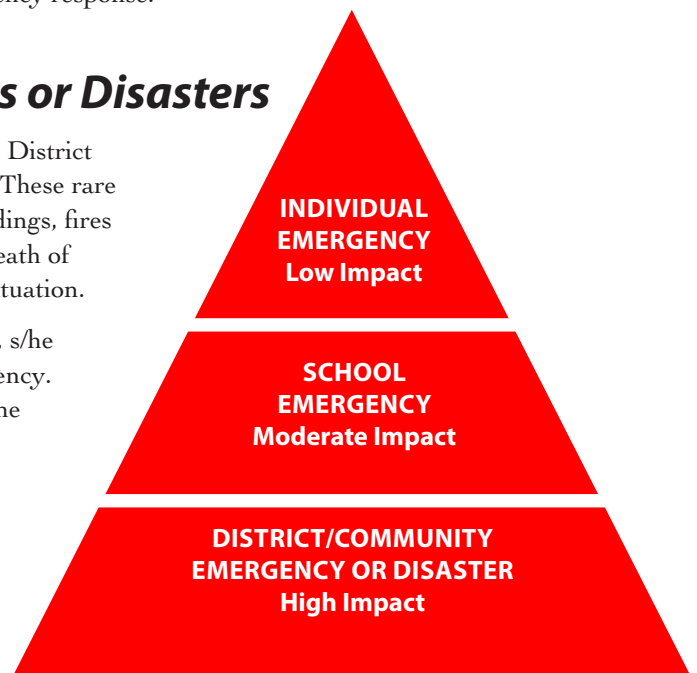
School Emergencies

The scope of a school emergency is broader. School-level emergencies generally impact a significant portion of the school or the entire school. Some examples of school emergencies include a fire, a report of a weapon on campus, a hazardous chemical spill, a bank robbery in the neighborhood, or a bomb threat. The Site Incident Commander must quickly assess the level of response needed and activate an appropriate level of emergency response.

District/Community Emergencies or Disasters

There are large-scale events where support is required from District personnel and city or county emergency response agencies. These rare situations may include flooding, earthquake damage to buildings, fires or explosions, chemical spills requiring evacuation, or the death of multiple staff or students as in a bus accident or a hostage situation.

When a Site Administrator activates emergency responders, s/he must be prepared to convey the known details of the emergency. This will allow an effective level of assistance to be sent to the emergency site. For example, if a car has crashed through a playground fence and several children are injured, police, several ambulances, and district personnel will be needed. An accurate description of the situation will ensure an effective activation of emergency resources.





PREVENTION/MITIGATION

Levels of Emergencies

Large Scale Emergencies or Disasters

In the event of a large-scale emergency, schools must be prepared to rely on their own resources because emergency assistance may be delayed. For a large-scale event such as a flood, severe weather or earthquake, the same disaster that affects your school will also affect the surrounding community. FEMA (Multi-Hazard Program for Schools, 1999) notes that the possible effects of a large scale disaster may include:

- Widespread telephone outage**
- Road blockages and damage to roads and bridges**
- Loss or damage to utility systems**

Large-scale disasters may strain or overwhelm normal emergency response agencies including police departments, fire departments and emergency medical services. Schools must be prepared to perform essential responsibilities until emergency response agencies arrive. Family members of school staff should anticipate that staff members may be required to remain at school following a catastrophic event until children are safely returned home to their parents.



Emergency Operations Center

In the event of a large-scale disaster, a representative from the Santa Cruz County Office of Education (SCCOE) will coordinate with the Office of Emergency Services in establishing an emergency operations center. The SCCOE representative will contact district administrators and aid them in making informed decisions regarding the emergency.

CALL 911 FOR IMMEDIATE EMERGENCY RESPONSE*

Activating the Emergency Response System

THE FIRST METHOD IS TO CALL 911* for immediate emergency assistance from city or county agencies for serious emergencies. Examples of serious emergencies include a medical emergency, a crime or fire, or a weapon on campus. If you call 911, you must also contact the district office. The Superintendent or designee will notify essential district personnel so the Site Administrator can focus on the emergency.

THE SECOND METHOD IS TO CALL THE DISTRICT OFFICE for emergency assistance. Examples of emergencies include a verbal threat, a school fight, or an agitated parent in a school office. The superintendent or designee will determine whether school site personnel can manage the incident or if additional district resources are needed.

In the event of an emergency, the Site Administrator must notify the school district and other site-based programs of the critical incident. The superintendent or designee will determine whether the incident can be managed by school/district resources and may take additional action to contact the County Crisis Recovery Team to assist with the incident.

The SSC Emergency Calling Plan is designed to ensure that a Site Administrator (Site Incident Commander) focuses on managing the emergency situation. Site administrators need only make one call to alert the district office. The Superintendent or designee will then notify essential personnel and get equipment or resources to the emergency site. The Site Administrator should focus on managing the emergency situation until additional emergency responders arrive. See **School Site Specific** information section for current year's emergency calling plan.

**If your district requires a number out dial out, this must be done prior to dialing 911. Example: 9-911.*



IF YOU CALL 911—You MUST ALSO call the DISTRICT OFFICE



PREVENTION/MITIGATION

Emergency Operations

Emergency Operations

Emergencies During School Hours

When an emergency occurs during school hours, students will not be dismissed and will remain at school (or an alternative site) under the supervision of school authorities. Follow the guidelines for the release of students in an emergency.

Students who have not been picked up by their parent(s)/guardian(s) or another authorized person may be moved by District personnel to another safe location. When students are moved, information will be posted at the school site and released to parents, guardians and the community by the Public Information Officer or County Office via the local media.

Parents are responsible for ensuring that emergency contact information is kept up-to-date. In an emergency, students will be released only to parents or designated emergency contacts.

Guidelines for the Release of Students in an Emergency

- Students will not be dismissed until the situation is considered safe**
- Students will be released to an adult whose name appears on school records or dismissed as appropriate**
- If students are on their way to school via school bus, they will be brought to school or an alternative site**
- If students are walking to school, a school official will meet them at school and supervise them.**

Emergencies During Non-School Hours

Santa Cruz County school facilities are frequently used during non-school hours. If an emergency occurs, the activity coordinator should call 911 to get emergency assistance. The School District Facilities Office should also be notified.

In the event of an emergency after school hours, the activity coordinator should take immediate action to save life, provide for safety, and secure the facility.



PREVENTION/MITIGATION

Emergency Operations

Evacuation Staging Areas for Disabled Persons

Disabled individuals may need evacuation assistance in an emergency. For example, if the fire alarm is pulled, elevators will likely no longer function. This may hinder the evacuation of individuals that are disabled or use a wheelchair. As a result, it is essential that disabled individuals proceed to an emergency Evacuation Staging Area for assistance by emergency responders.

This plan must identify the route the individual will take in an emergency, as well as a buddy who will accompany the person with special needs. This plan may vary considerably from the evacuation route of other students and staff, or the individual may take the exact route as his/her peers.

An Evacuation Staging Area is an area, close to an exit, where disabled individuals (and their buddies) may receive further instructions or await evacuation assistance from rescue personnel.

The Site Administrator, in conjunction with the Fire Department, designates emergency Evacuation Staging Areas for individuals who need evacuation assistance. Site Administrators must identify Evacuation Staging Areas, post signs to mark the locations, and assign a staff member to supervise disabled students needing evacuation assistance.

Site Administrator Responsibilities

For the evacuation of individuals needing assistance, Site Administrators must:

- Identify Evacuation Staging Areas on each floor of a school building
- Post signs to mark the location of Evacuation Staging Areas
- Designate a staff member to supervise disabled students needing evacuation assistance
- Instruct the staff member buddy to locate the disabled student in the event of an emergency and ensure they receive evacuation assistance

NOTE: Every special needs individual must have his or her own personal evacuation plan on file with the office and in the Crisis Response Box.



PREVENTION/MITIGATION

Emergency Operations

Parent Involvement

Parents, legal guardians and relatives are essential partners in safety. Their responses during an emergency can either assist or hinder school personnel. For example, during a school lockdown parents should not be allowed to enter the school building under any circumstances. If parents understand this beforehand, they will not rush the school and they will know whom to contact for up-to-date information about their child. Distributing Wallet Cards is a good way to ensure parents have essential emergency information on hand. Schools are encouraged to provide parents with a wallet card so parents have readily accessible information in an emergency.

Parents are responsible for ensuring that emergency contact information is kept up-to-date. Parents may update emergency contact information with the school secretary. In an emergency, students will be released only to parents or designated emergency contacts.

Parents are asked to share the responsibility for advising their children what to do in an emergency. Parents should instruct children to follow the directions of school authorities. It is critical that students do not have instructions that are contrary to the District's stated practice on retention at school and authorized release in the event of a serious emergency.

Suggested information for a Parent Wallet Card:

- School Information—address, phone, etc**
- Important phone numbers**
- Parent instructions during a lockdown**
- Parent instructions during an evacuation**
- Procedures during severe weather/earthquake**
- Procedures for a delayed school start**



See sample *Parent Wallet Card* in **FORMS**



School Emergency First Aid Supplies

It is essential that emergency response supplies be available in the event of an emergency. These supplies will help you perform essential functions until city or county emergency responders arrive. The Site Administrator is responsible for making sure that emergency supplies are organized, in good working condition, and replenished as needed. Emergency supplies should be kept in a central location so that they are easily retrieved in an emergency. Many schools keep their Emergency Response backpacks in the main office. The Emergency Response supplies should not be used as the school's daily first aid kit

An emergency response kit generally contains supplies for effective emergency response, life-saving first aid, and communication. Keep in mind that only life-saving first aid supplies are needed, as emergency responders will arrive quickly. Only prescribed medications should be given to students during an emergency (e.g., asthma or diabetes medication).

Red Cross Emergency Response Supplies:

- | | |
|---|---|
| <input type="checkbox"/> Copy of the ERCM Manual | <input type="checkbox"/> 1 package sanitary napkins |
| <input type="checkbox"/> 1 Megaphone | <input type="checkbox"/> 5 face masks |
| <input type="checkbox"/> 6 Fluorescent Vests | <input type="checkbox"/> 2 antimicrobial handwash |
| <input type="checkbox"/> 1 Flashlight | <input type="checkbox"/> 25 alcohol antiseptic pads |
| <input type="checkbox"/> Extra batteries for flashlight | <input type="checkbox"/> 2 instant, disposable ice/cold packs |
| <input type="checkbox"/> Extra batteries for megaphone | <input type="checkbox"/> 2 CPR mouth shields |
| <input type="checkbox"/> 50 Latex free gloves | <input type="checkbox"/> 2 bottles of saline eyewash |
| <input type="checkbox"/> 25 4X4 Gauze pads | <input type="checkbox"/> 2 space blankets |
| <input type="checkbox"/> 25 2X2 Gauze pads | <input type="checkbox"/> 1 roll masking tape |
| <input type="checkbox"/> 2 Gauze or Kerlix roll (3 yds) | <input type="checkbox"/> 5 black markers |
| <input type="checkbox"/> 2 rolls tape for First-aid | <input type="checkbox"/> 6 pads of paper to write on |
| <input type="checkbox"/> 1 Pair of bandage scissors | <input type="checkbox"/> 10 ballpoint pens for writing |
| <input type="checkbox"/> 50 Band-Aids of various sizes | |
| <input type="checkbox"/> 1 triangular bandage | |

There are other materials and equipment that are essential to an effective emergency response. Take these supplies with you in the event of an evacuation.

- Utility Shut-off wrenches
- Cell Phones
- Two-way radios



PREVENTION/MITIGATION

School Emergency First Aid Supplies

Crisis Response Box/ Go Kit

The California Department of Education and the California State Attorney General developed a guide and recommendations for schools to assist in the response to crisis situations. This guide can be found on the Internet at:

<http://www.cde.ca.gov/spbranch/safety/crisismgmt/crisisresponse.pdf>

The goal of the document is to provide school administrators with a list of items that would be needed in the event of a major crisis. It is recommended that each school have:

- Aerial photo of the school campus**
- Map of the school and surrounding area**
- Up-to-date campus map or layout**
- Blueprint of school**
- Staff Roster**
- Master Keys**
- Fire Alarm Turn-off procedures**
- Sprinkler System Turn-off procedures**
- Utility Shut-off**
- Gas Line and Utility Lines Layout**
- Potential Command Post Areas**
- Student Roster and Photo IDs**
- ICS Key Responder list**
- Cable Television Shut-off**
- Designated Evacuation Sites**
- Disposition Forms**
- List of Students with Special Needs**

Schools have used a variety of means to store this information, including crates and boxes. Some schools have placed this information in a locked secured box in front of the school. Schools should develop two boxes, one stored in the school office and the other in a different location on site or at the district office. This will ensure that at least one box will be available for law enforcement or fire departments to use. Responsibility of taking the Crisis Response Box out of the command post should be assigned to appropriate personnel.



PREVENTION/MITIGATION

School Emergency First Aid Supplies

School Emergency Supplies

It is recommended that each classroom teacher prepare a classroom emergency response kit. This kit will be helpful if students must shelter in place for a period of time. These materials will help children pass the time and thereby reduce anxiety. These materials may be kept in a small backpack or a portable box. This classroom kit should be taken if students must be moved to a safe area or evacuate the school building.

Classroom kit contents might include:

- | | |
|---|--|
| <input type="checkbox"/> Student Attendance Roster | <input type="checkbox"/> Keys |
| <input type="checkbox"/> All accounted for, too few, too many | <input type="checkbox"/> Activities Book |
| <input type="checkbox"/> Injuries or other problem | <input type="checkbox"/> Several books for students to read |
| <input type="checkbox"/> Copy of emergency procedures | <input type="checkbox"/> Markers/Crayons |
| <input type="checkbox"/> Colored Placards | <input type="checkbox"/> Toys |
| <input type="checkbox"/> List of special needs students | <input type="checkbox"/> Deck of cards or other portable games |
| <input type="checkbox"/> Teacher/Staff Identification | <input type="checkbox"/> Stuffed animals |
| <input type="checkbox"/> Basic First Aid/Emergency First Aid | <input type="checkbox"/> Small snack (e.g., crackers) if available |
| <input type="checkbox"/> Trash Bags | <input type="checkbox"/> Bottled water, if available |
| <input type="checkbox"/> Toilet Paper | |
| <input type="checkbox"/> Air Freshener | |
| <input type="checkbox"/> Partition | |



PREVENTION/MITIGATION

Medical Triage

Medical Triage

When 911 is called, emergency responders will generally arrive at the emergency site in about 5-15 minutes. Therefore, the school First-Aid Coordinator will only need to provide or coordinate life-saving first-aid. This might include bandaging wounds or providing CPR. In a large-scale disaster where emergency responders are delayed and there are multiple victims, it may be necessary to conduct medical triage.

Medical Triage is defined as prioritizing care based on injuries and medical emergencies. Triage is used in large-scale disasters when there are more victims than rescuers trained in emergency care. The triage system that is in most common use is the S. T. A. R. T. system—Simple Treatment and Rapid Treatment. In this system, injuries are triaged based on the urgency of their need for treatment:

Highest Priority

1. ***Airway and breathing difficulties***
2. ***Cardiac arrest***
3. ***Uncontrolled or suspected severe bleeding***
4. ***Severe head injuries***
5. ***Severe medical problems***
6. ***Open chest or abdominal wounds***
7. ***Severe shock***

Second Priority

1. ***Burns***
2. ***Major multiple fractures***
3. ***Back injuries with or without spinal cord damage***
4. ***Fractures or other injuries of a minor nature***
5. ***Mortal wounds where death is imminent***
6. ***Obviously deceased***

³ References: 1st Responder, Second Edition, J. David Bergerson, 1987.

Emergency Medical Services: First Responder Course Instructor Lesson Plans, U.S. Department of Transportation, National Highway Traffic Safety Administration



PREVENTION/MITIGATION

Loss of Life

Loss of Life

In a disaster, the accidental loss of human life is an immense tragedy that may be unavoidable. Notify the Site Incident Commander immediately in the event of a fatality. If possible, students, staff and visitors should be gently moved away from the area.

***NOTE: Do not publicly announce deaths or radios.
Tell IC in person or through confidential note.
Never give names to media.***



PREVENTION/MITIGATION

Training

Training

This manual contains a plan for the crisis management training of key staff.

The county will

- (1) Maintain training resources,
- (2) offer training for administrators, and
- (3) provide consultation to schools as indicated.

Training for Administrators

The SCCOE and school districts are responsible for ensuring school administrators can execute district emergency response procedures.

- All administrators will participate in an Emergency Response and Crisis Management training**
- Emergency Response and Crisis Management training topics will be discussed regularly at staff meetings Training for School Staff**

Training for School Staff

The Site Administrator or Principal is responsible for ensuring school staff can execute district emergency response procedures. The Site Administrator will:

Insure that all staff are familiar with SSC emergency response resources and procedures, including:

- This Emergency Response and Crisis Management Manual**
- The Classroom Emergency and Safety Procedure Manual, “Desk Handout” and/or laminated wall reference**
- Guide school staff in the development of their schools’ Emergency Management Plan at the beginning of each school year**
- Instruct school staff in emergency procedures at the beginning of each school year**
- Demonstrate the materials in the school’s Crisis Response Box or Go Kit**
- Practice fire evacuation as required by fire regulations with school staff and students**
- Practice one Lockdown and one Shelter-in-Place drill each semester**
- Practice one Earthquake drill each semester**
- Ensure that this ERCM manual is accessible to school staff at all times**
- Discuss emergency response and crisis management topics at school staff meetings**



PREVENTION/MITIGATION

Review and Practice

Review and Practice

To be effective, even the best emergency plans must be practiced. It is essential that Site Administrators periodically review the school emergency plan with staff. Staff and students should periodically practice three key drills—Evacuation, Lockdown and Shelter-in-Place:

- **Site Administrators must routinely practice evacuation drills as required by Fire Department directives**
- **Site Administrators are also expected to perform one Lockdown drill (typically used to secure a building) at the beginning of each semester**
- **Site Administrators are also expected to perform one Shelter-in-Place drill (typically used for weather emergencies) at the beginning of each semester.**

Emergency Response Kit

- Copy of the ERCM Manual**
- 1 Megaphone**
- 6 Fluorescent Vests**
- 1 Flashlight**
- Extra batteries for flashlight**
- Extra batteries for megaphone**
- 50 Latex free gloves**
- 25 4X4 Gauze pads**
- 25 2X2 Gauze pads**
- 2 Gauze or Kerlix roll (3 yds)**
- 2 rolls tape for First-aid**
- 1 Pair of bandage scissors**
- 50 Band-Aids of various sizes**