School Model Emergency Operations Plan

EVERGREEN COMMUNITY CS - MULTI-HAZARD PLAN

Evergreen Community CS
905 E. GRACE AVE.
CRESCO, PA 18326
PLAN DATE: 9/1/2026

Promulgation and Policy Statement

Evergreen Community CS is committed to the safety and security of students, faculty, staff, and visitors on its campus. To support that commitment, the School Board has asked for a thorough review of Evergreen Community Charter School's emergency protection, mitigation, prevention, preparedness, response, and recovery procedures relevant to natural, technological and human-caused disasters.

The Emergency Operations Plan that follows is the official policy of Evergreen Community CS. It is a result of a comprehensive review and update of school policies in the context of its location in Cresco, PA and in the current world situation. We support its recommendations and commit the Evergreen Community CS's resources to ongoing trainings, exercises, and maintenance required to keep it current.

This plan is a blueprint that relies on the commitment and expertise of individuals within and outside of the Evergreen Community CS community. Furthermore, clear communication with emergency management officials and ongoing monitoring of emergency management practices and advisories are essential.

SCHOOL BOARD PRESIDENT	DATE
DIRECTOR	DATE

APPROVAL AND IMPLEMENTATION

Emergency Operations Plan

This emergency operations plan is hereby approved. This plan is effective immediately and supersedes all previous editions.

PRINCIPAL	DATE
DIRECTOR	DATE
SCHOOL BOARD PRESIDENT	DATE

Record of Changes

Basic Plan

Change #	Date of Change	Change Entered By	Date Entered

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I. INTRODUCTION

A. Purpose of the Plan

The purpose of the Evergreen Community CS Emergency Operations Plan (School EOP) is to provide information on how to respond to emergency incidents by outlining the responsibilities and duties of Evergreen Community CS and its employees. Developing, maintaining, and exercising the plan empowers employees to act quickly and knowledgably. The plan educates staff, faculty, students, and other key stakeholders on their roles and responsibilities before, during, and after an incident. This plan provides parents and other members of the community with assurances that Evergreen Community CS has established guidelines and procedures to respond to incidents/hazards in an effective way.

Developing, maintaining, and exercising the School EOP increases legal protection. Schools without an established emergency operations plan may be found liable for their absence. While no set of policies rules out the potential for legal problems, establishing procedures and guidelines on the best professional practices provides a margin of protection against liability.

This Basic Plan outlines Evergreen Community CS's approach to emergency management and operations. It has been developed to assist Evergreen Community CS protect its staff and students during an emergency situation. This plan takes an all-hazard approach to emergency management and plans for prevention, protection, mitigation, response, and recovery.

The mission of Evergreen Community CS in an emergency/disaster is to:

- Prevent emergencies and disasters
- Protect lives and property
- Mitigate the effects of a disaster
- Respond to emergencies promptly and properly
- Aid in recovery from disasters

B. Scope of the Plan

The School EOP provides guidelines and procedures for dealing with existing and potential school incidents. The basic plan and the functional and hazard-specific annexes outline an organized, systematic method to mitigate, prevent, prepare for, respond to, and recover from incidents. The plan discusses the expectations of staff; roles and responsibilities; direction and control systems; internal and external communications; training and sustainability; authority and references as defined by local, state, and federal government mandates; common and specialized procedures; and specific hazard vulnerabilities and responses/recovery.

This plan provides direction guiding how the Evergreen Community CS will work in partnership with federal, regional and local first responders in compliance with the National Incident Management System (NIMS). To this aim, this plan has been designed to ensure the Evergreen Community CS has fully incorporated NIMS compliant policies and procedures into its daily and event management processes.

C. Coordination with Emergency First Responders

Various agencies and services are involved in responding to school incidents, including emergency responders from law enforcement, safety, fire, emergency agencies, as well as mental health and other

community organizations. Our School EOP includes planning with various federal, state, and/or local agencies and community service providers to aid in timely communication and response to an incident. Our school planning may include written agreements to help coordinate services between the agencies and school. If mutual aid agreements are created, a copy will be maintained with other important documents related to this school emergency operations plan. Planning should specify the type of communication and services provided by one agency to another. In accordance with State law, our plan has been shared with our first response agencies, Pocono Mountain Regional Police and Pocono Mountain Regional Medical Services, Barrett Township Volunteer Fire Company as well as, our Barrett Township and Monroe County Emergency Management Administrators (EMAs).

D. Situation Overview

1. Situation

Evergreen Community CS is exposed to many hazards, all of which have the potential for disrupting the school community, causing casualties, and damaging or destroying public or private property. A summary of the major hazards is provided in Table 1.

2. Enrollment and Employment Figures

Evergreen Community CS

The school's current enrollment is approximately ____102____ students of which ___57__ attend high school, ___45____ attend middle school. The Evergreen Community CS is composed of _____1___ office staff, ___15____ teachers and _____2___ administrators. Additionally, there is_____1___ office/support staff, ____0____ aides, _____0___ cafeteria and ____0____ custodial staff.

Evergreen Community CS is committed to the safe evacuation and transport of students and staff with functional needs. The functional needs population includes, but is not limited to, students/staff with:

- Cognitive or emotional disabilities,
- Mobility/physical disabilities (permanent and temporary), and
- Medically fragile health (including asthma and severe allergies).

The school's current enrollment of students with functional needs is approximately twenty-two(22); however, this number will fluctuate. Students and/or staff may require additional assistance if they are temporarily on crutches, wearing casts, etc.

The list of students and staff names with functional needs along with their schedules is available in hard copy and electronically in the office. A list of staff members that have been trained and assigned to assist the functional needs population during drills, exercises, and incidents is also available in hard copy and electronically in the office.

The School's main campus is located at 905. E. Grace Ave., Cresco, PA 18326; located in Monroe County, and Barrett Township. The School is made up of one building. The building is one story with two wings, and includes basement space.

A floor layout or map of the buildings annotated with evacuation routes, shelter locations, fire alarm pull stations, fire hydrants, fire extinguishers, first aid kits, hazardous materials storage, and utility shut offs is found under separate cover located in the main office, with evacuation routes also in each classroom.

E. Hazard Analysis Summary

Evergreen Community CS is exposed to many hazards which have the potential for disrupting the school community, causing casualties, and damaging or destroying public or private property. The Monroe County Emergency Management Agency and Barrett Township Emergency Management Agency maintains an Emergency Operations Plan (EOP) to address hazards and incidents, the Evergreen Community CS EOP has been developed to fit into the larger County and Barrett Township, Cresco EOP.

A hazard analysis has been completed for Evergreen Community CS. A listing of the most likely hazards and vulnerabilities is provided in Table 1.

TABLE 1. HIGH-PRIORITY HAZARDS

Flood	Flooding is a natural feature of the climate, topography, and hydrology of Evergreen Community CS and its surrounding areas. Flooding predominates throughout the winter and early spring due to melting snow, breakaway ice, and rainy weather. Flooding could threaten the safety of students and staff whenever storm water or other sources of water threaten to inundate school grounds or buildings. Flooding may occur if a water pipe breaks or prolonged rainfall causes urban streams to rise. Flooding may also occur as a result of damage to water distribution systems such as failure of a dam or levee.
Severe Weather	High winds, tornadoes, heavy snow and/or ice can typically have an impact on Evergreen Community CS and identify surrounding areas that are vulnerable to severe local storms. The effects are generally transportation problems and loss of utilities, but can vary with the intensity of the storm, the level of preparation by Evergreen Community CS and the equipment and staff available to perform tasks to lessen the effects of severe local storms.
Armed Intruder	While an armed intruder incident has never occurred at Evergreen Community CS, any school is vulnerable to this type of threat. On October 2, 2006, a shooting occurred at the West Nickel Mines school, an Amish one-room schoolhouse in the community of Nickel Mines, a village in Bart Township, Lancaster County, Pennsylvania. This tragedy heightens awareness of the potential incidents that school communities must prepare for through their EOPs.
Nuclear Power Plant	Evergreen Community CS does not reside within the ten-mile Emergency Planning Zone (EPZ) of a Nuclear Plant.
Bomb Threat	Communicated threats regarding the presence of destructive devices on Evergreen Community CS property take place on average 0 times per school year. These threats may include the placement of any explosive device of an incendiary, chemical, biological, or radioactive nature.
Bus Accident	School bus accidents may occur both within the geographic boundaries of the school or outside the school (field trips, interscholastic activities). On average the Evergreen Community CS encounters <1 transportation accidents per school year. In these accidents, 0 students sustained minor injury, 0 sustained major injury, and 0 have died.
Hostage	In the history of Evergreen Community CS, an intruder or intruders have never gained access to school property and taken students or staff hostage. However, the risk of a hostage event always exists.
Fire/	Fire or explosion hazards are a prevalent type of threat/hazard in any structure. In the

Explosion	history of this Evergreen Community CS we have experienced 0 instances of fire and 0 events resulting in explosions.
Hazardous Materials	Hazardous materials are used for a variety of purposes and are regularly transported through many areas in and around Evergreen Community CS. Currently, fuel and cleaning supplies are all used and stored on school grounds. Hazardous materials may also be used or stored in nearby facilities. Storage areas are locked.
Infectious Disease	An influenza pandemic is a global outbreak of disease that occurs when a new flu virus appears that can spread easily from person to person. People that have not been exposed to this new virus before have little or no immunity to the virus; therefore, serious illness or death is more likely to result than during seasonal flu. The effects of a pandemic can be lessened if preparations are made ahead of time Evergreen Community CS is vulnerable to a pandemic and must understand the school's impact on the overall illness rates within the community.

F. Planning Assumptions and Limitations

1. Planning Assumptions

- The school community will continue to be exposed and subject to hazards and incidents described in the Hazard Analysis Summary, as well as lesser hazards and others that may develop in the future.
- A major disaster could occur at any time and at any place. In many cases, dissemination of warning to the public and implementation of increased readiness measures may be possible; however, some emergency situations occur with little or no warning.
- A single site incident (e.g., fire, gas main breakage) could occur at any time without warning and the employees of the school affected cannot and should not wait for direction from local emergency response agencies. Action is required immediately to save lives and protect school property.
- Following a major or catastrophic incident, the school may have to rely on its own resources to be self-sustaining for up to 72 hours.
- There may be a number of injuries of varying degrees of seriousness to faculty, staff, and/or students. Rapid and appropriate response will reduce the number and severity of injuries.
- Outside assistance from local fire, law enforcement and emergency managers will be available in most serious incidents. Since it takes time to request and dispatch external assistance, it is essential for the school to be prepared to carry out the initial incident response until responders arrive at the incident scene.
- Proper prevention and mitigation actions, such as creating a positive school environment and conducting fire and safety inspections, can prevent or reduce incident- related losses.
- Maintaining the School EOP and providing frequent opportunities for stakeholders (staff, students, parents, emergency responders, etc.) to participate in training and conduct periodic emergency drills and exercises can improve the school's readiness to respond to incidents.
- A spirit of volunteerism among school employees, students and families will help provide assistance and support to emergency response efforts.
- Per Commonwealth law, school buildings will be made available to municipal, county and state officials for emergency planning, exercise purposes, and actual service as mass-care facilities in the event of a community emergency evacuation.
- Per Commonwealth law, school bus and transportation vehicles owned or leased by universities, colleges, and school districts shall be made available to local, county, and State officials for emergency planning, exercise purposes, and actual service in the event of a community emergency evacuation.
- The school district has developed this plan striving to be in compliance with the FEMA, "*Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101.*"
- The school district has likewise developed this plan striving to be consistent with the Readiness and Emergency Management for Schools (REMS) Technical Assistance Center's: *"Guide for Developing High-Quality Emergency Operations Plans for K-12 Schools."*
- Per Commonwealth law, the school district has developed this plan striving to be in compliance with the Pennsylvania Emergency Management Agency "Multi-Hazard Planning Toolkit."
- The Evergreen Community CS emergency operations program will follow the National Incident Management System (NIMS) guidelines.

2. Planning Limitations

It is the policy of Evergreen Community CS that no guarantee is implied by this plan of an ideal emergency response and incident management system. As personnel and resources may be overwhelmed, Evergreen Community CS can only endeavor to make every reasonable effort to manage the situation with the resources and information available at the time.

II. CONCEPT OF OPERATIONS

A. Objectives

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

B. General

- It is the responsibility of Evergreen Community CS officials to protect students and staff from the effects of hazardous events. This involves having the primary role in identifying and mitigating hazards, preparing for and responding to, and managing the recovery from emergency situations that affect Evergreen Community CS.
- It is the responsibility of the Evergreen Community CS to provide in-service emergency response education for all school and office personnel.
- It is the responsibility of Steven Richard, School Safety Security Coordinator, to conduct drills and exercises to prepare school personnel as well as students for an emergency situation.
- To achieve the necessary objectives, an emergency program has been organized that is both integrated (employs the resources of the district, school, local emergency responders, organized volunteer groups, and businesses) and comprehensive (addresses mitigation/prevention, preparedness, response, and recovery). This plan is one element of the preparedness activities.
- This plan is based on a multi-hazard approach to emergency planning. It addresses general functions that may need to be performed during any emergency situation and is not a collection of plans for specific types of incidents. For example, the warning annex addresses techniques that can be used to warn staff, students, and parents during any emergency situation, whatever the cause.
- The Incident Command System (ICS) will be used to manage all emergencies that occur within the area. We encourage the use of ICS to perform non-emergency tasks to promote familiarity with the system. All school and site personnel will be trained in ICS.
- As required by law, our school will conduct at least one disaster response or emergency preparedness plan drill annually.
- Personnel tasked in this plan are expected to develop and keep current standard operating procedures (SOP) that describe how emergency tasks will be performed. The Evergreen Community CS is charged with ensuring the training and equipment necessary for an appropriate response are in place.
- This plan is based upon the concept that the emergency functions that must be performed by the Evergreen Community CS generally parallel some of their normal day-to-day functions. To the extent possible, the same personnel and material resources used for day-to-day activities will be employed during emergency situations. Personnel and equipment resources are limited; some routine functions that do not contribute directly to the emergency may be suspended for the duration of an emergency. The personnel, equipment, and supplies that would normally be required for those functions will be redirected to accomplish emergency tasks.
- Local government is responsible for organizing, training, and equipping local emergency responders and emergency management personnel, providing appropriate emergency facilities, providing suitable warning and communications systems, and for contracting for emergency

services. The state and federal governments offer programs that provide some assistance with portions of these responsibilities.

C. Operational Guidance

1. Initial Response

Evergreen Community CS personnel are likely to be first on the scene of an emergency situation within the school. They will normally take charge and remain in charge of the incident until it is resolved or others who have legal authority to do so assume responsibility. They will seek guidance and direction from local officials and seek technical assistance from state and federal agencies and industry where appropriate.

Evergreen Community CS uses an "all hands can activate" approach.

The Director/principal or designee will be responsible for activating the Evergreen Community CS emergency operations plan and the initial response:

- Evacuation – Requires all staff and students to leave the building. Evacuation can be highly effective if it can be completed before the arrival of the hazard.
- Reverse Evacuation – Requires all staff and students to go to safe places in the building from outside the building.
- Lock down – All exterior doors and classroom doors are locked and students and staff hide in their classrooms.
- Shelter-in-place – Students and staff are held in the building, windows and doors are sealed, and all ventilation systems are shut off. Limited movement is allowed. Shelter-in-place is most effective during emergencies involving hazardous materials, which produce toxic vapors outside of the facility. Taking shelter inside a sealed building is highly effective in keeping students and staff safe.
- Drop, cover and hold – Students and staff drop low, take cover under furniture, cover eyes and protect internal organs.

2. Notification Procedure

- In case of an incident at any school facility, the flow of information shall be from the school principal or designee to the school office. Information should include the nature of the incident and the impact, on the facility, students and staff.
- In the event the school is in receipt of information, such as a weather warning that may affect the school, the information shall be provided to the school principal/designee. Specific guidelines are found in the individual annexes and appendices.

3. Training and Exercise

Evergreen Community CS understands the importance of training, drills, and exercises in the overall emergency management program. To ensure that school personnel and community first responders are aware of their duties and responsibilities under the Evergreen Community CS plan and the most current procedures, the following training, drill, and exercise actions will occur:

- Training and refresher training sessions shall be conducted for all Evergreen Community CS personnel. In the case of academic staff, training should coincide with the first in-service day of

the school year. Training for the remainder of the support staff shall be held at a time during the school year that will allow for maximum attendance.

- Information addressed in these sessions will include updated information on plans and/or procedures and changes in the duties and responsibilities of plan participants. Discussions will also center on any revisions to additional materials, such as annexes and appendices. Input from all employees is encouraged.
- Evergreen Community CS will plan for at least 10 drills and exercises during the school year. The types of drills and exercises will be determined by the Director and/or the principal/School Safety Security Coordinator.
- Evergreen Community CS will participate in any external drills or exercises sponsored by local emergency responders. Availability of Evergreen Community CS personnel and the nature of the drill or exercise shall govern the degree to which the school will participate as it relates to improving the Evergreen Community CS's ability to respond to and deal with emergencies.

4. Implementation of the Incident Command System (ICS)

- The designated incident commander (IC) for the Evergreen Community CS will implement the ICS and serve as the IC until relieved by a more senior or more qualified individual. The IC will establish an incident command post (ICP) and provide an assessment of the situation to local officials, identify response resources required, and direct the on-scene response from the ICP.
- For disaster situations, a specific incident scene may not exist in the initial response phase and the local Emergency Operations Center may accomplish initial response actions, such as mobilizing personnel and equipment and issuing precautionary warnings to the public. As the potential threat becomes clearer and a specific impact site or sites identified, an Incident Command Post may be established at the school, and direction and control of the response transitioned to the IC. This scenario would likely occur during a community wide disaster.

5. Source and Use of Resources

Evergreen Community CS will use its own resources to respond to emergency situations until emergency response personnel arrive. If additional resources are required, the following options exist:

- Maintain an inventory of organizational response assets, equipment, and supplies.
- Request assistance from volunteer groups active in disasters.
- Request assistance from industry or individuals who have resources needed to assist with the emergency situation.

D. Incident Command System

- Evergreen Community CS will employ ICS in managing emergencies. ICS is both a strategy and a set of organizational arrangements for directing and controlling field operations. It is designed to effectively integrate resources from different agencies into a temporary emergency organization at an incident site that can expand and contract with the magnitude of the incident and resources on hand.
- The incident commander is responsible for carrying out the ICS function of command—managing the incident. The four other major management activities that form the basis of ICS are operations, planning, logistics, and finance/administration. For small-scale incidents, the IC and one or two individuals may perform all of these functions. For larger incidents, a number of

individuals from different local emergency response agencies may be assigned to separate staff sections charged with those functions.

- In emergency situations where other jurisdictions or the state or federal government are providing significant response resources or technical assistance, it is generally desirable to transition from the normal ICS structure to a Unified Command structure. This arrangement helps to ensure that all participating agencies are involved in developing objectives and strategies to deal with the emergency.
- This plan has been developed and reviewed with the support of our local first responders. In reviewing this plan, the local first responders concur and support our commitment to employ ICS standards and processes when responding to, or training for prospective events.

E. Incident Command System (ICS)—Emergency Operations Center (EOC) Interface

For community-wide disasters, the Municipal and/or County EOC may be activated. When the EOC is activated, it is essential to establish a division of responsibilities between the incident command and the EOC. A general division of responsibilities is outlined below.

The incident command is generally responsible for field operations, including:

- Isolating the scene.
- Directing and controlling the on-scene response to the emergency situation and managing the emergency resources committed there.
- Providing warnings and emergency instructions to district/school staff, students, and emergency responders in the area of the incident.
- Determining and implementing protective measures for the district/school staff, students and emergency responders in the immediate area of the incident.
- Implementing traffic control procedures in and around the incident.
- Requesting additional resources from the EOC.

1. The EOC is generally responsible for:

- Providing resource support for the incident command.
- Issuing community-wide warnings.
- Issuing instructions and providing information to the general public.
- Organizing and implementing a large-scale evacuation.
- Organizing and implementing sheltering for community evacuees.

In some large-scale emergencies or disasters, emergency operations with different objectives may be conducted at geographically separated scenes; such as an Area Command. In such situations, more than one incident command operation may be established. If this situation occurs, it is particularly important that the allocation of resources to specific field operations be coordinated through the EOC.

F. Activities by Phases of Emergency Management

This plan addresses emergency actions that are conducted during all five phases of emergency management. The majority of Prevention, Protection, and Mitigation activities generally occur before an incident, although these three mission areas do have ongoing activities that can occur throughout an incident. Response activities occur during an incident, and Recovery activities can begin during an incident and occur after the incident.

1. Prevention

The Prevention mission area comprises the capabilities necessary to avoid, prevent or stop a threatened or actual act of violence.

Prevention Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection
- Forensics & Attribution

2. Protection

The Protection Framework houses the capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Protection Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Access Control and Identity Verification
- Cybersecurity
- Intelligence and Information Sharing
- Interdiction and Disruption
- Physical Protective Measures
- Risk Management for Protection Programs and Activities
- Screening, Search, and Detection
- Supply Chain Integrity & Security

3. Mitigation

Mitigation comprises the capabilities necessary to reduce the loss of life and property by lessening the impact of disasters.

Mitigation Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Community Resilience
- Long-Term Vulnerability Reduction
- Risk and Disaster Resilience Assessment
- Threats and Hazards Identification

4. Response

Response comprises the capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Response Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Infrastructure Systems
- Critical Transportation
- Environmental Response/Health & Safety
- Fatality Management Services
- Fire Management & Suppression
- Logistics and Supply Chain Management
- Mass Care Services
- Mass Search and Rescue Operations
- On-Scene Security, Protection, and Law Enforcement
- Operational Communications
- Public Health, Healthcare, and Emergency Medical Services
- Situational Assessment

5. Recovery

Recovery comprises the core capabilities necessary to assist communities affected by an incident to recover effectively. The recovery process includes assistance to students, families and staff. Examples of recovery programs include temporary relocation of classes, restoration of school services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged stadiums and athletic facilities.

Recovery Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Economic Recovery
- Health and Social Services
- Housing
- Natural & Cultural Resources
- Infrastructure Systems

G. National Incident Management System (NIMS)

The National Incident Management System (NIMS) is a set of principles that provides a systematic, proactive approach guiding government agencies, nongovernmental organizations and the private sector

to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location, or complexity, to reduce the loss of life or property and harm to the environment. This system ensures that those involved in incident response/recovery understand their roles and have the tools they need to be effective.

As part of its NIMS implementation, the Evergreen Community CS participates in the local government's NIMS preparedness program to remain NIMS compliant and believes it is essential to ensure that response/recovery services are delivered to schools in a timely and effective manner. NIMS compliance for school districts includes completing the following:

- Adopt the use of the Incident Command System (ICS). All staff and students who assume roles described in this plan will receive ICS-100 training.
- Complete NIMS awareness course IS-700 NIMS: An Introduction.
- Participate in local government's NIMS preparedness program and incorporate the School EOP into the Monroe County and Barrett Township, Cresco, EOPs.
- All staff and students are expected to participate in training and exercising the school's emergency operations plan and its annexes. The school is charged with ensuring that the training and equipment necessary for an appropriate response/recovery operation are in place.

III. Organization and Assignment of Responsibilities

This section establishes the operational organization that will be relied on to manage the incident and includes:

- A list of the responsibilities to be performed by position and organization.

The building principal or designee may need assistance to manage all of the aspects associated with an incident. As indicated, the Incident Command System (ICS) uses a team approach to manage incidents and allows school officials to assign tasks to other key school personnel.

Staff are assigned to serve within the ICS based on their expertise and training and the needs of the incident. Roles should be pre-assigned based on training and qualifications. Each staff member and volunteer must be familiar with his or her role and responsibilities before an incident occurs. School staff may be required to remain at school to assist in an incident.

School Organization

A. School Board

- Review and approve the emergency management program and provide general policy guidance on the conduct of that program.
- Serve as the emergency operations plan review committee to approve and coordinate all emergency response plans
- Review school construction and renovation projects for safety

B. Director/Principal

- Appoint a Building School Safety Security Coordinator to assist in planning and review.

- Consult with the local Emergency Management Office to analyze system needs in regard to emergency preparedness, planning and education and to ensure coordination of the school plan with community emergency plans
- Develop and coordinate in-service emergency response education for all Evergreen Community CS personnel
- Obtain a resolution from the school board giving needed authority and support to develop school emergency operations programs and plans
- Initiate, administer, and evaluate emergency operations programs to ensure the coordinated response within the system
- Authorize implementation of emergency preparedness curriculum
- Serve as principal coordinator for NIMS planning implementation
- Gather information from all aspects of the emergency for use in making decisions about the management of the emergency
- Have overall decision-making authority in the event of an emergency until emergency responders arrive
- Monitor the emergency response during emergency situations and provide direction where appropriate
- With the assistance of the Public Information Officer, keep the public informed during emergencies
- Stay in contact with the leaders of the emergency service agencies working with the emergency.
- Keep the school board informed of emergency status
- Request assistance from local emergency services when necessary
- Meet and talk with the parents of students and spouses of adults who have been admitted to the hospital.
- Assign resources (persons and materials) to various sites for specific needs. This may include the assignment of school personnel from other community sites such as community emergency shelters.
- Authorize immediate purchase of outside services and materials needed for the management of emergency situations.

C. School Safety Planning Committee

- Consists of The School Safety Security Coordinator, building administration, teacher(s), school maintenance, law enforcement, fire, EMA, local and county EMA, school nurse, school counselors; as practical.
- Serve as the staff advisor to the Director and Principal on emergency management matters
- Keep the Director and Principal appraised of the preparedness status and emergency management needs
- Coordinate local planning, preparedness activities, and the maintenance of this plan.
- Establish Incident Command Post (ICP) and alternate ICP locations in coordination with responding law enforcement, fire, and EMS.
- Per Commonwealth law; develop and update supporting ICP documentation detailed in 22 PA Code § 10.24
- Prepare and maintain a resource inventory
- Arrange appropriate training for school emergency management personnel and emergency responders
- Coordinate periodic emergency exercises to test emergency plans and training

- Perform day-to-day liaison with the state emergency management staff and other local emergency management personnel
- Coordinate with organized volunteer groups and businesses regarding emergency operations

D. Principal/Director

- Serve as the Incident Commander or delegate that authority to a qualified individual
- Retains the overall responsibility for the safety of students and staff
- Manage school policy-level activities
- Interface with agencies and parents
- Coordinate between the Director and incident management
- Provide potential student and staff outbreak and pandemic threat information to their municipal EMA and PA Department of Health
- Encourage all staff members to develop personal and family emergency plans

E. Public Information Officer

- Serves as the first-line point of contact with representatives of the media for the school.
- Coordinates with the Director/Principal on content of news releases.
- Coordinates media briefings, as necessary.
- Coordinates news releases with other Public Information Officers (Fire, Law Enforcement, Emergency Management).

F. Teachers

- Supervising students under their charge
- Take steps to ensure the safety of students, staff and other individuals in the implementation of protective actions and incident management protocols established in the School EOP
- Direct students in implementation of protective actions
- Take attendance when class relocates to an outside or inside assembly area or evacuates to another location
- Report missing students to the Principal/Incident Commander
- Execute assignments as directed by the Principal/ Incident Commander
- Obtain first-aid services for injured students from the school nurse or person trained in first-aid. Arrange for first-aid for those unable to be moved
- Render first-aid if necessary. School staff will be trained and certified in first-aid and CPR

G. Instructional Assistants

- Assist teachers as directed

H. Counselors, Social Workers, and Psychologists

- Take steps to ensure the mental well-being of students, staff and other individuals
- Render psychological first-aid if necessary
- Assist in the transfer of students, staff and other individuals when their safety is threatened by a disaster.
- Execute assignments as directed by the Principal/ Incident Commander.
- Assist with crisis intervention and recovery processes.

I. School Nurse

- Administer first-aid or emergency treatment as needed.
- Supervise administration of first-aid by those trained to provide medical care
- Organize first-aid and medical supplies
- Manage student medications and go kits
- Provide potential student and staff outbreak and pandemic threat information to the Principal/Incident Commander
- Communicate public health protective actions to students and staff

J. Custodians/Maintenance Personnel

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

K. School Secretary/Office Staff

- Answer phones and assist in receiving and providing consistent information to callers
- Provide for the safety of essential school records and documents
- Execute assignments as directed by the Principal/Incident Commander
- Provide assistance to the principal
- Monitor emergency broadcasts and provide updates to the Principal/Incident Commander

L. Transportation Providers

- Transfer students to new location when directed
- Execute assignments as directed by the Principal/Incident Commander
- Transport individuals in need of medical attention, as necessary

M. Technology/Information Services

- Coordinate use of technology
- Assist in establishment/maintenance of emergency communications network
- Prepare and maintain an emergency kit that contains floor plans, telephone line locations, computer locations, and other communications equipment
- Establish and maintain computer communication with the district office and other agencies
- Establish and maintain student and staff database in support of the incident
- Report problems in communication systems to the Principal/Incident Commander

N. Students

- Cooperate during emergency training, drills, and exercises; and during an incident
- Be responsible for themselves and others in an incident
- Report situations of concern
- Take an active part in school incident response/recovery activities, as age appropriate

O. Parents/Guardians

- Encourage and support school safety and violence prevention programs
- Support service projects to promote school incident preparedness
- Provide the school with requested emergency contact information
- Practice emergency preparedness in the home
- Follow guidance provided during a school emergency

P. Intermediate Unit Staff

- Provide training in support of general education, special needs, safety, and planning
- Provide emergency crisis counseling to students and staff
- Liaison with Pennsylvania Department of Education at the request of the Superintendent
- Support family reunification, as requested by the Principal/Incident Commander

Q. Emergency Organizations

1. Local Law Enforcement

- Participate in school safety/planning committee meetings, as needed
- Participate in risk assessment of security of buildings and grounds, when requested
- Respond to law enforcement emergency at the school
- Assume Incident Commander or lead operations function in armed intruder incident
- Provide security to school incident scene, as resources permit
- Develop Memorandum of Understanding (MOU) with school

2. Fire Department/EMS

- Provide suppression services, as needed.
- Provide emergency medical services, as needed.
- Provide fire police for traffic control, as needed.

3. Public Works

- Provide information on water, sewage, road construction and repair to the Incident Commander
- Provide perimeter and traffic control equipment, as requested
- Maintain list of resources

4. Municipal Emergency Management Coordinator

- Coordinate municipal emergency support services to school, as requested
- Coordinate development and maintenance of the municipal EOP
- Coordinate with County EMA when municipal resources are committed and mutual aid is exhausted

5. County Emergency Management Agency

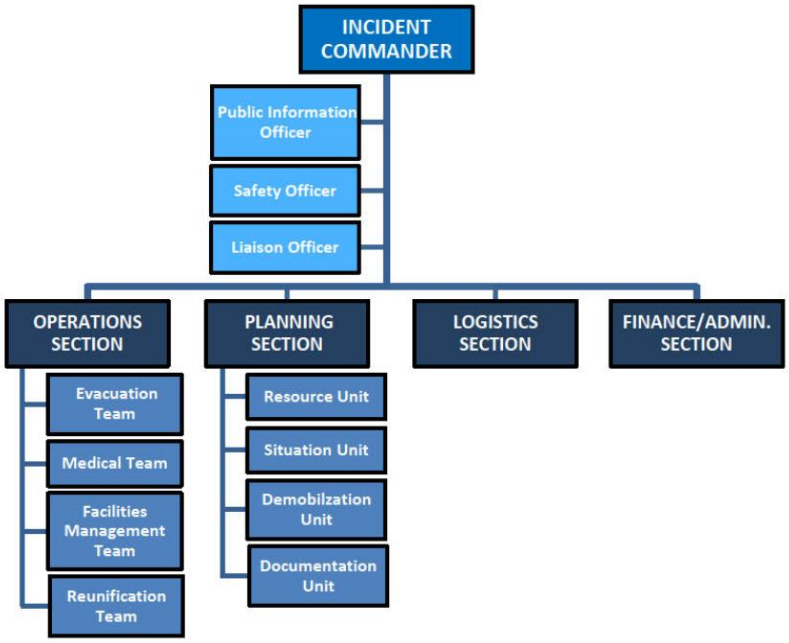
- Coordinate county emergency support services to school, as requested by municipality
- Develop and maintain the County EOP
- Request mutual aid from adjacent counties, its Regional Task Force, or from the Pennsylvania Emergency Management (PEMA), as needed

IV. Direction, Control, and Coordination

A. Incident Command System

A school's command system can be used to manage emergency incidents or non-emergency events such as graduations, athletic events, or celebrations. The system is flexible to meet the school's needs. See Figure 1 on next page.

Figure 1. School Incident Command System



Staff are assigned to serve within the ICS based on their expertise and training and the needs of the incident. Roles should be pre-assigned based on training and qualification.

It is understood that as an incident intensifies and additional agencies arrive on scene, the ICS structure may change. For example, during an active-shooter incident, the initial ICS would be a single incident command, with the school providing the Incident Commander. However, upon arrival of law enforcement personnel this incident commander role may transfer from the school to a law enforcement lead, or the law enforcement lead may possibly be assigned to operations functions. Although the ICS structure may change, many of the Evergreen Community CS responsibilities may not. The below detailed school roles will be critical for the successful management of the incident.

The ICS is organized into the following functional areas:

1. Incident Commander

The Incident Commander directs tactical on-scene operations. The Principal initially may be the Incident Commander until a coordinated incident command system (ICS) is established with local authorities. The Incident Commander will establish an Incident Command Post (ICP) and provide an assessment of the

situation to the principal/designee or other officials, identify resources required, and direct the on-scene incident management activities.

The Incident Commander's responsibilities include:

- Assume overall direction of all incident management activities based on procedures outlined in the School EOP
- Take steps deemed necessary to ensure the safety of students, staff and other individuals
- Determine whether to implement school protective actions or other incident management protocols as established in the School EOP (e.g., Evacuation, Reverse Evacuation, Shelter in Place, etc. as described more fully in the annexes)
- Arrange for transfer of students, staff and other individuals when safety is threatened by a disaster
- Work with and ensuring communication with emergency services personnel
- Keep the principal/Director and other officials informed of the situation
- Ensure the proper transfer of command when/if a more qualified Incident Commander arrives on scene

2. Operations Section

When activated, the Operations Section coordinates all tactical operations including implementation of response/recovery activities according to procedures and protocols established by Evergreen Community CS in an incident action plan. Procedures and protocols will address care of students, first-aid, crisis intervention, search and rescue, site security, damage assessment, evacuations and the release of students to parents.

Specific responsibilities include:

- Analyze school staffing to support their Family Reunification Annex, and implementation.
- Monitor site utilities (i.e., electric, gas, water, heat/ventilation/air conditioning) and power them off only if danger exists or if directed by the Incident Commander and assist in securing the facility.
- Establish medical triage with staff trained in first-aid and CPR, provide and oversee care given to injured persons, distribute supplies and request additional supplies.
- Assess and provide psychological first-aid services for those in need and access local/regional providers for ongoing crisis counseling for students, staff and parents.
- Coordinate the rationed distribution of food and water, establish secondary toilet facilities in the event of water or plumbing failure and request needed supplies.
- Document all activities.
- Activate and coordinate actions of Operations Section Support Teams, as needed in the incident.

See Table 2 on the next page for the types of teams that may be established within the Operations Section.

TABLE 2. OPERATIONS SECTION SUPPORT TEAMS

Search & Safeguard Team search the entire school facility, entering only after they have checked the outside for signs of structural damage and determined that it is safe to enter. Search & Rescue Teams are responsible for ensuring that all students and staff evacuate the building (or, if it is unsafe to move the persons, that their locations are documented so that professional responders can locate them easily and extricate them). Search and Rescue Teams are also responsible for:

- Identifying and marking unsafe areas.
- Conducting initial damage assessments.
- Obtaining injury and missing student reports from teachers.

First-Aid Team provide triage, treatment, and psychological first-aid services. First-Aid Team's responsibilities:

- Setup first-aid area for students.
- Assess and treat injuries.
- Complete master injury report.

Evacuation/Shelter/Care Team. Evacuation, shelter and student care in an incident are among the most important tasks faced by schools. These tasks include student accounting, protection from weather, providing for sanitation needs and providing for food and water. Evacuation/Shelter/Care Team responsibilities:

- Account for the whereabouts of all students, staff and volunteers.
- Setup a secure assembly area.
- Manage sheltering and sanitation operations.
- Manage student feeding and hydration.
- Coordinate with the Student Release Team.
- Coordinate with the Logistics Section to secure the needed space and supplies.

Facility & Security Response Team responsibilities:

- Locate all utilities and turn them off, if necessary.
- Secure and isolate fire/HazMat.
- Assess and notify officials of fire/HazMat.
- Conduct perimeter control.

Crisis Intervention Team responsibilities:

- Assess need for onsite mental health support.
- Determine need for outside agency assistance.
- Provide onsite intervention /counseling resources.
- Monitor well-being of Incident Command Team, staff and students and reporting all findings to the Operations Section Chief.

Student Release/Reunification Team. Responsible for getting students reunited with their parents or guardians in an efficient and orderly manner. This can be an enormous challenge and takes a lot of planning. Student Release/Reunification Team responsibilities:

- Setup and secure reunion area.
- Check student emergency cards for authorized releases and complete release logs.
- Coordinate information officers on internal and external communications and messages.

3. Planning Section

When activated, the Planning Section is responsible for collecting, evaluating and disseminating information needed to measure the size, scope and seriousness of an incident and planning appropriate incident management activities.

Duties may include:

- Developing the Incident Action Plan (IAP) for the next operational period.
- Assisting the Incident Commander in the collection and evaluation of information about an incident as it develops, assisting with ongoing planning efforts and maintaining the incident time log.
- Documenting all activities.

4. Logistics Section

When activated, the Logistics Section supports incident management operations by securing and providing needed personnel, equipment, facilities, resources and services required for incident resolution; coordinating personnel; assembling volunteer teams; and facilitating communication among incident responders. The Logistics Section may escalate to a primary function in an extended incident.

Additional responsibilities include:

- Establishing and overseeing the communications center and activities during an incident (two-way radio, battery-powered radio, written updates, etc.), and developing a telephone tree for after-hours communication.
- Establishing and maintaining school and classroom first-aid kits, coordinating access to and distributing supplies during an incident and monitoring inventory of supplies and equipment.
- Documenting all activities.

5. Finance/Administration Section

When activated, the Finance/Administration Section oversees all financial activities including purchasing necessary materials, tracking incident costs, arranging contracts for services, timekeeping for emergency responders, submitting documentation for reimbursement and recovering school records following an incident.

Additional duties may include:

- Assuming responsibility for overall documentation and recordkeeping activities.
- Photographing or videotaping damage to property, when possible.
- Developing a system to monitor and track expenses and financial losses and securing all records.

6. School Emergency Operations Plan (EOP)

The Evergreen Community CS maintains an Emergency Operations Plan (EOP) to address threats/hazards and incidents. This EOP has been developed to fit into the Evergreen Community CS EOP.

7. Coordination with Responders

Interagency agreements are an integral component of our School EOP to aid timely communication with community partners. Agreements with these agencies (including mental health, law enforcement, and fire departments) help coordinate services between the agencies and Evergreen Community CS. These agreements specify the type of communication and services available to one another.

8. Source and Use of Resources

Evergreen Community CS will use its own resources and equipment, in addition to resources provided by local resources. A detailed listing of Evergreen Community CS memorandums of understanding (MOU) are found under separate cover for Pennsylvania.

V. COMMUNICATIONS

Communication is a critical part of incident management and response. Evergreen Community CS's communications annex supports the mission to provide clear, effective internal and external communication between the school, staff, students, parents, emergency responders, the community, and the media. Templates for statements/ press releases, and media contacts at the major television, internet, and radio stations are maintained by Principal/School Safety and Security Officer and located in the Communications Annex.

VI. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

Evergreen Community CS will collect, analyze, and disseminate information before, during, and after an incident.

A. Types of Information

Before and during an incident, Evergreen Community CS will assign administrative staff to monitor on a daily basis the weather, community climate, known local law enforcement activity, and school incidents to develop a common operating picture. This information will be analyzed and shared with the Principal. After an incident our Evergreen Community CS will assign staff to monitor online and available resources (Such as; social media, news media, student, staff, and parental feedback) to aid in student and staff recovery.

B. Information Documentation

The assigned staff member(s) will document the information gathered using the form included in the Annex. Information to be documented includes:

- The source of the information.
- The staff member who collected and analyzed the information.
- The staff member to receive and use the information.
- The format for providing the information.
- The date and time the information was collected and shared.

VII. RECOVERY AFTER AN INCIDENT

After an incident, staff, teachers and school officials will review established mission-critical operations to support the restoration of the school's educational programs. Evergreen Community CS will designate appropriate personnel to collaborate with external resources to accomplish the following:

- Conduct a comprehensive assessment of the physical and operational recovery needs.
- Assess physical security, data access and all other critical services (e.g., plumbing, electrical).
- Examine critical information technology assets and personnel resources and determine the impact on the school operations for each asset and resource that is unavailable or damaged.
- Document damaged facilities, lost equipment and resources and special personnel expenses that will be required for insurance claims and requests for state and federal assistance.
- Identify recordkeeping requirements and sources of financial aid for state and federal disaster assistance.
- Provide detailed facilities data to the Safety and Security Officer so that he can estimate temporary space reallocation needs and strategies.
- Arrange for ongoing status reports during the recovery activities to: a) estimate when the educational program can be fully operational; and b) identify special facility, equipment and personnel issues or resources that will facilitate the resumption of classes.
- Educate school personnel, students and parents on available crisis counseling services.
- Establish absentee policies for teachers/students after an incident.
- Develop alternative teaching methods for students unable to return immediately to classes: online classes, videoconferencing, tutoring, etc.
- Create a plan for conducting classes when facilities are damaged (e.g., alternative sites, half-day sessions, portable classrooms).
- Get stakeholder input on prevention and mitigation measures that can be incorporated into short-term and long-term recovery plans.

VIII. ADMINISTRATION, FINANCE AND LOGISTICS

A. Agreements and Contracts

If school resources prove to be inadequate during an incident, Evergreen Community CS will request assistance from local emergency services, other agencies and the school community in accordance with existing mutual aid agreements and contracts. Such assistance includes equipment, supplies and/or personnel. All agreements entered into by authorized school officials will be documented in writing. All pre-negotiated agreements and contracts will be maintained by the Principal or designee.

B. Recordkeeping

1. Administrative Controls

Evergreen Community CS is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support incident management operations. These administrative controls will be conducted in accordance with established local fiscal policies and standard cost accounting procedures.

2. Activity Logs

Staff assigned positions within the ICS structure will maintain accurate logs, recording key incident activities, including:

- Activation or deactivation of incident policies, procedures and resources.
- Significant changes in the incident situation.
- Major commitments of resources or requests for additional resources from external sources.
- Issuance of protective action recommendations to the staff and students.
- Evacuation/Family Reunification.
- Casualties.
- Termination of the incident.

C. Incident Costs

School ICS Finance and Administration staff is responsible for maintaining records summarizing the use of personnel, equipment and supplies to obtain an estimate of annual incident response costs in support of future school budgets. The detailed records of costs for incident management and operations include:

- Personnel costs, especially overtime costs.
- Equipment operation costs.
- Costs for leased or rented equipment.
- Costs for contract services to support incident management operations.
- Costs of specialized supplies expended for incident management operations.

D. Preservation of Records

Essential records will be protected and are maintained by the Principal or designee.

IX. Plan Development, Maintenance, and Distribution

A. Approval and Dissemination of the Plan

The Evergreen Community CS's Safety Planning Committee is responsible for the development and completion of the Emergency Operations Plan. The Director and/or School Board are responsible for approving and promulgating this plan.

Copies of the school EOP will be distributed to emergency organizations with a role in responding to an incident. A record of distribution will be kept to acknowledge receipt, review and/or acceptance of the plan. School administrators will record the title and name of the person receiving the plan, the agency to which the receiver belongs, the date of delivery and the number of copies delivered.

School Emergency Operations Planning documents will not be shared with those who do not have a need to know the details of the plan; unless all sensitive, security-related information has been properly redacted. Copies of the redacted Basic Plan may be made available to the public and media at the discretion of the Evergreen Community CS.

B. Review and Updates to the Plan

In order to remain in compliance with 35 Pa.C.S. §7101 et seq., as amended, §7701 (g) the school shall review their comprehensive disaster plan (school emergency operations plan) annually and modify as necessary. A copy of the plan shall be made available to every county emergency management agency of which the school is a part. A copy shall also be provided to each local police department and each local fire department having jurisdiction over the geographic territory of which the school is a part. A record of changes will include: the change number, the date of the change, and the name of the person who made the change.

To ensure timely updates to the School EOP, the Evergreen Community CS has established a schedule for annual review of planning documents. The basic plan and its annexes will be reviewed at least once per year by school officials, local emergency management agencies, and other agencies having a support role.

The School EOP, will be updated based upon changes in information; areas for improvement identified during incident management activities and exercises; and when changes in threat hazards, resources and capabilities or school structure occur.

C. Training and Exercising the Plan

Evergreen Community CS commits to conduct trainings, drills, and exercises in preparation and planning for an incident. Trainings, drills and exercises will occur as detailed in the Training and Exercise Plan. School officials will coordinate training efforts with Barrett Township and Monroe County Emergency Management Agencies, and community partners.

X. SCHOOL SAFETY PLANNING GLOSSARY

Drop, Cover and Hold: Students and staff drop low, take cover under furniture, cover eyes and protect internal organs from falling or flying objects.

Hazards: Hazards shall include situations involving threats of harm to students, personnel and/or facilities. Hazards include, but are not limited to natural, technological and human-caused incidents. Hazards may require an interagency response involving law enforcement and/or emergency services agencies, depending on the size and scope of the incident.

Incident: An incident is an occurrence – natural, technological, or human-caused – that requires a response to protect life or property.

Incident Command System (ICS): The response infrastructure designed under the National Incident Management System (NIMS) to facilitate effective and efficient management of an incident by (1) identifying key team roles and functions; (2) assessing staff skills; (3) pre-designating staff for each ICS function (command, operations, planning, logistics, finance/administration); (4) coordinating with community partners; and (5) providing for transfer or command and backup of resources.

Incident Commander: The individual responsible for overall policy, direction and coordination of the emergency response effort. Usually this will be the local emergency official on site who has legal jurisdiction over the incident.

Lockdown: The initial physical response to provide a time barrier. Lockdown is not a stand-alone defensive strategy. When securing in place this procedure should involve barricading the door and readying a plan of evacuation or counter tactics, should the need arise.

Evacuation: The process of safely moving students, staff, and visitors to designated assembly areas from classrooms, outside areas, cafeterias, and other school locations.

Family Reunification: The process of safely reuniting students with proper family members or guardians in the course of an incident.

National Incident Management System (NIMS): A set of principles that provides a systematic, proactive approach guiding government agencies, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location or complexity, to reduce the loss of life or property and harm to the environment. This system ensures that those involved in an incident understand their roles and have the tools they need to be effective.

Reverse Evacuation: The process of bringing students and staff from outdoor areas into the safer environment of a building, due to an outside source of danger.

School Incident Commander: The school official who has been designated by the School Decision Maker, if not the same, who is authorized to make decisions for the school in the event of a critical incident or hazard. The School Incident Commander may transfer command to the emergency responder Incident Commander, such as law enforcement, fire, or other safety officials who assumes

control of the incident. The School Incident Commander will usually continue to operate within the overall ICS structure.

Shelter-in-place: A course of action when students and staff are required to remain indoors, perhaps for an extended period of time, because it is safer inside the building or room than outside. Specific hazards may require students and staff to move to rooms that can be sealed from chemical, biological, or weather threats.

XI. SCHOOL SAFETY AUTHORITIES AND REFERENCES:

- Homeland Security Act of 2002, PL 107-296 (Nov. 25, 2002).
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 (Nov. 23, 1988), amending the Disaster Relief Act of 1974, PL 93-288.
- Homeland Security Presidential Directive No. 5 (2003).
- Communicable and Non Communicable Diseases, 28 PA Code, Ch.27, 27.152
- Public School Code of 1949, 24 P.S. § 1-101, et seq., as amended, § 15-1517
- 22 PA Code Section10.24, School Emergency Preparedness Plan
- 22 PA Code Section 10.11
- 35 PA C.S. § 7101 et seq., as amended, § 7701
- FEMA, "*Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101*," Version 2.0, https://www.fema.gov/media-library-data/20130726-1828-25045-0014/cpg_101_comprehensive_preparedness_guide_developing_and_maintaining_emergency_operations_plans_2010.pdf
- FEMA, "*Guide for Developing High-Quality School Emergency Operation Plans*" Version 2013, https://www.fema.gov/media-library-data/20130726-1922-25045-3638/rems_ihe_guide.pdf .
- FEMA, "*Sample School Emergency Operations Plan*," November 2013 https://www.training.fema.gov/programs/emischool/el361toolkit/assets/sampleplan.pdf
- Pennsylvania Department of Emergency Management, "*All-Hazards School Safety Planning Toolkit*," http://www.pema.pa.gov/planningandpreparedness/communityandstateplanning/Pages/All-Hazards-School-Safety-Planning-Toolkit.aspx#.V6yQbJgrKM8
- Readiness and Emergency Management for School (REMS) Technical Assistance Center's: *"Guide for Developing High-Quality Emergency Operations Plans for K-12 Schools."* http://rems.ed.gov/K12GuideForDevelHQSchool.aspx
- Ohio Attorney General School Safety Task Force, "*School Safety/Emergency Operations Plan*," June 2013, https://education.ohio.gov/getattachment/Topics/Other-Resources/School-Safety/SSTF-School-Plan-Template.pdf.aspx .
- Texas Department of Public Safety, "*Emergency Management Plan: Basic Plan*," Version 1.10 05/05, http://teacherweb.com/tx/couplandschool/schoolhomepage/EMERGENCYOPERATIONSPLANupdate09take2.doc .
- NIMS, Department of Homeland Security, FEMA: http://www.fema.gov/national-incident-management-system.
- FEMA: *IS-100 Introduction to Incident Command System*: http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-100.b.
- NIMS, Department of Homeland Security, *FEMA: IS-700 National Incident Management System (NIMS) an Introduction*: http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-700.a.
- FEMA All-Hazards Training Document: http://training.fema.gov/EMIWeb/emischool/EL361Toolkit/assets/SamplePlan.pdf
- Pennsylvania State Police "K-12 School Safety Report," Version 1.2, http://www.homelandsecurity.pa.gov/Documents/rvat_school_safety_report_final_v1_2.pdf
- Monroe County Emergency Operations Plan
- Barrett Township Emergency Operations Plan