

Full Scale Exercise Purpose Statement

On October 29, 2010 the Ankeny School District will test the ability of staff and students to perform these key emergency functions:

- Evacuation and accountability of students at Northeast elementary
- Transporting students and staff to the Relocation/Parent Reunification Site
- Activation and operation of the Parent Reunification Site
- Activation and operation of the District's Emergency Operations Center (EOC) team

This exercise will be held at Northeast Elementary and move to the Prairie Ridge Church, the relocation/reunification site. It will start at 8:30 a.m. and conclude in time to ensure the return of students to Northeast by 2:20 pm.

The exercise will also involve activation of the District's EOC in the Board room of the District building.

EXERCISE PLAYER HANDBOOK

PURPOSE

The purpose of this handbook is to provide the exercise players with the information required for them to participate effectively in the exercise. This information will be discussed at the player briefings/orientations prior to the start of exercise. Players are free to ask questions concerning their roles, responsibilities and rules of exercise play at that briefing.

This exercise is being held to test the District's plans and training, rather than specific actions of individuals.

Roles

In addition to Players, the exercise will include Evaluators who will wear an Identification Tag. Evaluators act to review plans and training to ensure the District improves its safety measures by improving its planning and training activity.

SCOPE

Type of Emergency: Event that causes evacuation with no re-entry to school
Location: NE Elementary School, Ankeny, IA
Functions: School Evacuation, Transportation, Relocation/Reunification, Emergency Operations Center (EOC) Command and Control
Organizations & Personnel: NE Elementary School Faculty & Staff, Central Office EOC Team members, Parent Reunification Team members.
Exercise Type: Full-Scale Exercise

CONCEPT OF PLAY

Exercise play will begin on October 29, 2010 at 0830 and end no later than 1400 on the same date as determined by the exercise director. Exercise play may end earlier.

NE staff and students will return to the school in time for a normal dismissal.

A Hot Wash will be held at various locations for the different staff and teams involved to give everyone a chance to talk about what they learned during the exercise.

ALL are invited to a final hot wash at 1600 at Wig N Pen Pub, 2005 S. Ankeny Blvd, across from DMACC.

EXERCISE OVERVIEW

On October 29, 2010, the Ankeny School District will test the ability of staff and students to perform these key emergency functions:

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This exercise will be held at Northeast Elementary and move to the Prairie Ridge Church, the relocation/reunification site. It will start at 8:30 am and conclude in time to ensure the return of students to Northeast by 2:00 pm.

The exercise will also involve activation of the District's EOC in the Board room of the Administration building.

FUNCTIONS:

1. Safe evacuation and full accountability of Northeast staff and students

- Alerting students and staff of evacuation
- Evacuation of the school
- Accountability of students after evacuation
- Establish bus staging and loading area
- Moving and loading students and staff onto buses

2. Establishing and carrying out a full relocation and reunification process

- Alert and notification of the reunification team
- Establishing and setting up the Ridge church as a relocation site
- Completing a reunification process
- Testing grief counseling team
- Test first aid team
- Testing ability to handle special needs students. (Level 3 students are expected to play. They will be returned to the school at 1130.)

- Logistic support for students and staff while at the Ridge

3. Activation of a school District level EOC to coordinate these activities

- Alert and notification of EOC team
- Establishing the EOC, proper coordination and tracking of status of events
- Coordination through Response, Reunification and Recovery.

General.

Exercise Scenario: It is Friday October 29, 2010, partly cloudy, a normal autumn day in Ankeny, Iowa. The city is going about its business and people are looking forward to a nice weekend of football and leisure family activities.

There has been no indication of any kind of problems or issues that would change the serenity of the day.

On this particular day, however, something will happen that will cause all of these elements to go awry in an unhappy event.

STARTING POSITIONS

All personnel will begin exercise play from their respective positions in NE Elementary School and at the Central Office/Annex for EOC and Parent Reunification Team Members. Before beginning play, participants will receive a briefing and instructions from the Exercise Director.

ASSUMPTIONS AND CONSTRAINTS

- Players will operate in accordance with existing plans, procedures, and practices during the exercise.
- If Players need to contact an agency not playing in the exercise, they will call what is called the Simulation Cell or the SIMCELL. The number to call is 289-3973. For example if a question arises for Polk County Public Health, the player would call 289-3973 for an answer because Public Health is not participating in the exercise.

- The exercise will be played in real time. Some events, however, may require time jumps or may be accelerated to meet exercise objectives.

PLAYER PROCEDURES AND RESPONSIBILITIES

Players are school and central office personnel who have an active role in responding to the simulated emergency and will perform their regular roles and responsibilities during the exercise. Players are expected to initiate actions that control and mitigate the simulated emergency as presented in the exercise narrative and subsequent injects.

The exercise is expected to end no later than 1400 on October 29, 2010. Students and staff will be returned to NE in time for a normal end of day dismissal.

A Hot Wash to gather comments and improvements from players will be held at various locations and approximately these times:

- 1300 Hot Wash at District EOC, Board Room
- 1315 Hot Wash for Parent Reunification Team, Prairie Ridge Church
- 1400 Hot Wash for students at NE Elementary
- 1600 Hot Wash for all participants, Wig N Pen Pub, 2005 S. Ankeny Blvd., across from DMACC.

Rules of Conduct

1. If an actual emergency occurs during the exercise, Evaluators will immediately suspend exercise play and evaluate the situation. The Exercise Director and senior Evaluators will then decide if the exercise can be safely resumed.
2. Act in a professional manner at all times.
3. Do not engage in conversations with evaluators or any non-players. Evaluators and Observers will wear an identification tag.
4. Respond to exercise events and information as if the emergency were real.
5. Act as if simulated hazardous conditions are real. Adhere to all usual industrial/health protection controls for the simulated hazard(s) presented by the exercise scenario.
6. Precede and follow all emergency messages and communications with the phrase, "*This is an Exercise.*"
7. In some cases, it may be necessary to over ride player actions to preserve the continuity and objectives of the exercise and ensure the exercise tests the

teams and plans the District has established. (If we get off track, evaluators may inject messages to get teams moving forward again and staying on task.)

SAFETY AND SECURITY

There will be a Safety Officer from the Ankeny Fire Department located with the start of play at Northeast Elementary and following the students and staff to the relocation site. This individual will be in uniform for the Ankeny Fire Department. Safety throughout the exercise is paramount.

Participant safety takes priority over exercise events. Professional health and safety ethics should guide all participants to operate in their assigned roles in the safest manner possible. The following general requirements apply to the exercise.

1. All evaluators will serve as safety observers while exercise activities are under way.
2. Participants will be responsible to look out for their own and each other's safety during the exercise. It is the responsibility of every person associated with the exercise to stop play if, in his or her opinion, a real safety problem exists. Once the problem is corrected exercise play can then be resumed.
3. Accident Reporting. All injuries, incidents, and accidents, regardless of severity, will be reported immediately to the nearest evaluator. Anyone observing a participant who is seriously ill or injured will first advise the nearest Evaluator and then render first aid, if possible, provided the aid given does not exceed his or her training.

The following rules of play apply to exercise implementation:

1. Real emergency actions take priority over exercise actions.
2. If a real emergency occurs the phrase "THIS IS A REAL EMERGENCY" is the designated phrase that indicates there is a real emergency in the exercise area requiring immediate attention. At this time all exercise play will come to a complete halt. At such time as the Exercise Director determines that the real emergency has been taken care of the exercise will continue or be cancelled.
3. Exercise players will comply with real-world response procedure unless otherwise directed by Evaluators.
4. All radio communications and telephone conversations made during the exercise will begin and end with the words, "*This is an exercise.*"

5. Exercise players placing telephone calls must identify the organization, agency, office or individual with whom they wish to speak.

COMMUNICATIONS

Players will use all routine, in-place agency communications systems including District radios and cell phones. Exercise communications will NOT interfere with real-world emergency communications.

REPORTING

Player Hot Wash. This block of time is provided immediately following the exercise to gather the first impressions of participants about exercise conduct and play. Observers are not encouraged to attend, unless by specific invitation of exercise officials.

Full Scale Exercise Objectives

Northeast Staff

- Quickly and safely evacuate the building
- NE 1: Within ten minutes of the fire alarm, all students, staff and visitors will be evacuated and accounted for in appropriate fire zones.
- NE 2: Teachers properly display Red/Green Cards.
- NE 3: Teachers properly report any missing students to Zone captains immediately after evacuating the building.
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- Accountability for all students
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- NE 4: Teachers have rosters to check on their students
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- Communication between AI and his ERT, effective
- NE 5: The Principal, acting as the Incident Commander, will effectively use District radios to communicate with the emergency response team, and likewise emergency response team members will also use the radios.
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- Response of AI and team to initial disaster
- NE 6: After evacuation of the building, staff will be able to control and engage their students until the decision is made for no re-entry into the building.
- NE 7: Teachers and staff effectively and safely move students to the bus staging area within 15 minutes of receiving the orders by IC.
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- NE 8: After boarding the bus, teachers and staff control students and safely transport them to relocation site
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- Proper decision making by AI and his team
- NE 9: Throughout the evacuation, and staging to the buses, the Incident Commander (Principal) and the emergency response team will make the best safety decisions based on the information available to them.
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- Communication between Principal and Central Office
- NE 10: Within two minutes of receiving the fire alarm, the Principal effectively notifies the Central Office with District radios, or if needed the standby system of calling in.
- NE 11: Within two minutes of receiving the notification of no re-entry, the Principal notifies the Central Office.
- NE 12: Within two minutes of receiving the order, the Principal notifies the Central Office of decision to board buses.
- NE 13: Within two minutes, Principal notifies the Central office of arriving at the Relocation Site.

Parent Reunification Team

Proper notification of the team of alert

PR 1: The Central Office contacts the PR lead and notifies her of need to put the team on alert within five minutes of receiving the fire alarm.

PR 2: All members of the team receive a standby alert within ten minutes of the alarm at NE.

Notification of team when it moved to activation

PR 3: After the decision has been made for no reentry, all members of the PR team receive a notification of moving to and setting up the relocation site.

Team was able to effectively get to Ridge

PR 4: Within 30 minutes of the decision for no reentry and the activation of the team, the team has arrived and set-up the Ridge site.

Team was able to set up the Ridge site

PR 4a: Reunification area and tables

PR 4b: Student holding area

PR 4c: Counselors set-up and ready

PR 4d: First Aid established with proper supplies

Team had effective in-team communication

PR 5: Throughout the reunification process, the team effectively uses District radios to communicate. (Need messages to prompt here?)

Control of team by Dr. Meade

PR 6: The Incident Commander at the relocation site, effectively communicates and manages the site throughout the event.

PR 6 a: An Incident Command structure is established immediately after arriving at the Ridge.

PR 6b: The structure is explained to arriving teachers and staff within five minutes of their arrival.

Facilities:

PR 7: Did Incident Command Post work, in the right place?

Traffic control outside was effective.

PR 8: Within 30 minutes of receiving no reentry and activation of the PR team, an effective traffic control system was established at the Ridge.

Maintenance staff handled parents effectively

PR 9: Maintenance staff communicated and parents understood the traffic pattern and initial steps they needed to take in the reunification process.

Good information out front of the Ridge by the Specials

PR 10: The “specials” acting upfront of the Church effectively used the bull horn and explained initial steps, fill out the forms, to parents.

Teachers followed procedures in releasing students

PR 11: PR team members used the forms correctly and ensured parents were authorized to pick up students.

PR 12a: Runners were effective to get students once parents had established identification and they were legally entitled to pick up child

PR 12b: The actual hand off to parents was effective and traffic flow back to parking lot out side doors was followed.

PR 13: IT worked effectively in being able to access reunification material

Logistics:

PR 14: Lunch and supplies were effective at the Ridge

PR 15: Staff rehab area was in the right place and staff did take breaks

Team Work

PR 16: Staffing level was appropriate, we had enough bodies

PR 17: Team understood their roles and responsibilities

PR 18: Angry parents were handled effectively. The process was fully explained to parents and followed even for those that expected to short circuit the system. (Don't you know who I am?)

PR 19: Reunification forms and paperwork were effectively used by the team. No forms were lost, proper handling and filing of forms.

Proper decision making by the team

PR 20: Throughout the reunification process, the Incident Commander, and team leads, safely worked to reunify students with parents.

EOC Team

Key Issues Executive Office & EOC expected to deal with:

- Immediate support to emergency scenes, first issues at NE and then to the Ridge
- Health issues with an exposure to a chemical release to students and staff
- Health issues for neighbors and their pets
- Impacts to the District with the school being out for at least a week for decon. The start of the Recovery process.

They should ask – What’s in this school that affects the District?

Plans to hold school somewhere else?

NE is the District’s main bakery

NE is the kitchen that supplies food to three other schools

Impacts on community education and outside users of the school

Impacts and union contract implications for teachers and staff

EOC 1: Notification and activation were conducted appropriately for the team. Within ten minutes of the alarm all EOC team members were notified of the team activation.

Facility and Equipment at the Board Room:

EOC 2: Within thirty minutes of the notification the EOC Facility was set-up.

Proper equipment to run the EOC

EOC 3: The EOC had the proper equipment in terms of communication and ability to perform all work functions.

EOC 4: Within ten minutes of the fire alarm, Initial information was gathered and objectives were established

EOC 5: Within five minutes of objectives established Missions and objectives were posted on white board, or projector used to display this information.

Communication:

Channel 3 radio communication change process worked

EOC 6: Throughout the event, Channel 3 radio was used effectively by EOC and all members of the response team at NE, the Relocation Site and EOC.

Other communication channels were used effectively, radio, phone

Communication was effective with Northeast during response

EOC 7: Throughout the event, EOC informed NE and the Ridge of decisions and information.

Executive Office: Command and Control

Proper decision making during evacuation of students

EOC 8: Throughout the event, decision makers at the EOC supported IC’s first at NE And then at the Ridge.

EOC 9: Throughout the event, decision makers at the EOC looked long term at consequences of the events on the District as a whole.

EOC 10: Throughout the event, Missions and objectives were clearly established and changed to meet the changing event. As part of this process decision makers...

EOC 10 a: Conducted size-up before making decisions

EOC 11 b: Established strategies and then tactics to support

Planning:

Effectively looked ahead to review potential impacts of the disaster

EOC 12: Within 15 minutes after being established at the EOC, planning was ready to brief Executive Office on potential consequences of the event to the District, including Community Ed.

EOC 12 b: Planning – look at impact on staff within existing contract

EOC 13: Planning updated consequences every 45 minutes and as needed and the events changed. (Decision to relocate for example.)

Operations/Logistics:

EOC 14: Throughout the event, Operations successfully executed missions from Executive Office

EOC 14 a: Supported op's at the school during response

EOC 14 b: Supported reunification site

EOC 15: Notified and contacted and proper coordination with Durham

EOC 15 a: Within five minutes of the fire alarm, Operations notified Durham and placed them on standby for potential relocation.

EOC 15 b: Within five minutes of decision for no re-entry, Operations

Worked with IC at NE to establish bus staging area

Then notified Durham of need to have buses locate at NE and bus staging area

Then notified and coordinated with Durham drop-off at the Ridge

EOC 16: Throughout the event, EOC had proper equipment and staffing support

EOC 17: Throughout the event Logistics had proper inventory of available resources and equipment.

EOC 18: Throughout the event, Logistics supported Operations with needed equipment and personnel.

External Affairs

EOC 19: Worked with Executive Office to develop effective communication messages

EOC 19 a: Within ten minutes initial posting of fire alarm at NE

EOC 19 b: Within ten minutes had initial posting/release about decision for relocation and information on process

EOC 20: Throughout the event coordinated closely with Ridge PIO

Executed communication messages to set up media briefings, web site postings, do we want to test parent notification system? (Have Dr. Wendt go NE and then to the Ridge?)

Public Health

EOC 21: What was the chemical, health recommendations and impacts?

EOC 22: What does this mean for neighbors?

EOC 23: Coordination for Worried Well to local health care providers

Observers needed (5)

EOC - Executive Office

EOC - Operations/EOC area

Northeast with AI – will then go to the Ridge and observe

Northeast with teachers – will then go to the Ridge and observe reunification site

Ridge - Reunification with Dr. Meade

Full Scale Exercise Scope

What: An emergency event, bomb threat perhaps, that will require the full evacuation of the school, and relocation/reunification of the students.

Locations:

Northeast Elementary

Prairie Ridge Church (Reunification Site)

School Board room – EOC team

Functions:

- 1) Safe evacuation and full accountability of Northeast staff and students
 - Alerting students and staff of evacuation
 - Evacuation of the school
 - Accountability of students after evacuation
 - Establish bus staging and loading area
 - Moving and loading students and staff onto buses

- 2) Establishing and carrying out a full relocation and reunification process
 - Alert and notification of the reunification team
 - Establishing and setting up the Ridge church as a relocation site
 - Completing a reunification process
 - Testing grief counseling team
 - Testing nurses and first aid for students
 - Testing ability to handle special needs students
 - Logistic support for students and staff while at the Ridge

- 3) Activation of a school District level EOC to coordinate these activities
 - Alert and notification of the EOC team
 - Establishing the EOC, proper coordination and tracking of status of events
 - Coordination through Response and Reunification...NO Recovery at the school

Participants:

Northeast students, staff and parents. Minimal play by Ankeny Fire and PD

Parent reunification team, some staff at the Ridge church

EOC team

Media?

1. Message
Call 965-9600
Deliver around 0915
To EOC
From: Jim Hafferty

This is an exercise....

I am a teacher at Westwood and have children at North East. I'd like to go pick up my children, where should I do that?

2. Message
Call 965-9600
Deliver around 0915
To EOC Team
From: Sally Sullivan

This is an exercise....

I am a teacher at SE and have a child at NE. I have heard about the relocation and reunification and am the only one that can get my child. Can I leave work to go get my child?

3. Message
Call 965-9600
Deliver around 0930
To: EOC Team, Public Health
From: Brenda Frankel

This is an exercise....

I live across the street from the school and have heard about the chemical release. I'm feeling nauseous and think I'm running a fever. What should I do?

4. Message
Call 965-9600
Deliver around 0930
To EOC Team
From: Bill Wilder

This is an exercise....

I live next to the school. My dog has been acting very strange ever since the Fire Trucks pulled up this morning and I heard about the chemical release. He just doesn't have much energy. Should I take him to the vet? Will the School District pay any vet bills?

5. Message
Call 965-9600
Deliver around 0930
To EOC Team
From Jim Ford, Westwood elementary Principal

This is an exercise....

I was just wondering what I can do to help?

6. Message
Call 965-9600
Deliver around 0940
To EOC Team, Executive Office
From: John Hoskins

This is an exercise....

I heard about the chemical release at the school. There is no way any of my children are ever going back into that building. What are you going to do for me? What options do I have to have my children go to another school for the remainder of the year? There is no way I'm going to endanger them by sending them back to that building.

7. Message
Call 965-9600
Deliver around 1015
To EOC
From: Lisa Boes, Secretary at Ashland Ridge

This is an exercise....

Traffic is backed up and our parents are complaining that they can't get into the school parking lot to pick-up their children. Any plans to handle this situation? What should we tell parents?

8. Message
Call 965-9600
Deliver around 1020
To EOC Team, Operations
From: Matt Adams, Principal at Southeast Elementary

This is an exercise....

This is Matt Adams at SE, are lunches have not come yet. With NE down what are the plans for lunch?

9. Message
Call 965-9600
Deliver around 1030
To EOC Team
From: Head of Teachers Union

This is an exercise....

We've heard that NE will be closed for at least a week. What does this mean to the teachers and staff? What are the plans for them? They shouldn't have to take vacation and want to be paid.

10. Message
Call 965-9600
Deliver around 1035
To EOC
From Parent at NE, Dave Miller

This is an exercise....

I've heard about the event at the school today. Are we having school on Monday? Is it going to be at NE or some other location?

11. Message
Call 965-9600
Deliver around 1040
To EOC
From: Steve Zimmerman, Good Foods Incorporated

This is an exercise....

We've heard there are issues and problems at NE. We're scheduled to deliver food items to the school on Monday...is that still a go, cancelled, should we deliver somewhere else?

12. Message
Call 965-9600
Deliver around 1100
To EOC Team
From: Sally Sandman, Ankeny Parks and Recreation

This is an exercise....

We have volleyball scheduled at NE tonight. Should we cancel or do you have another place where they can hold their event?

13. Message

Call 965-9600

Deliver around 1100

To EOC

From: Christa Moi, Prairie Ridge Church Operations Leader

This is an exercise....

We need to set-up for our services tonight and there still are several dozen children here.
What are the plans to let us have our church back?