EMERGENCY OPERATIONS PLAN

[Uwharrie Charter Academy]

Communication Statement

Uwharrie Charter Academy is committed to the safety and security of students, faculty, staff, and visitors on its campus(es). To support that commitment, a thorough review of district/school's emergency mitigation/prevention, preparedness, response, and recovery procedures relevant to natural and human-caused disasters is imperative.

The Emergency Operations Plan that follows is the official policy of Uwharrie Charter Academy. It is a result of a comprehensive review and update of school policies in the context of its location in Asheboro, North Carolina and in the current world situation. We support its recommendations and commit the district's resources to ongoing training, 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 Uwharrie Charter Academy community. Furthermore, clear communication with emergency management officials and ongoing monitoring of emergency management practices and advisories is essential.

	-		
School Board Chair		DATE	_
			_
Local emergency management		Date	

APPROVAL AND IMPLEMENTATION

Emergency Operations Plan

This emergency operations plan is hereby approvaupersedes all previous editions.	ved. This plan is effective immediately and
Superintendent	DATE
School Board Chair	DATE

RECORD OF CHANGES

Basic Plan

Change #	Date of Change	Change Entered By	Date Entered

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BASIC PLAN

I. PURPOSE

This Basic Plan outlines Uwharrie Charter Academy's approach to emergency management and operations. It provides general guidance for emergency management activities and an overview of Uwharrie Charter Academy's methods of mitigation, preparedness, response, and recovery. The plan describes Uwharrie Charter Academy's emergency response organization and assigns responsibilities for various emergency tasks. This plan is intended to empower employees in an emergency and clarify emergency roles and response. It is also intended to provide a framework for more specific functional annexes that describe in more detail who does what, when, and how. This plan applies to all Uwharrie Charter Academy's officials, staff, and students. The primary audience for the document includes the school board, school district, school administrators, staff tasked within the document or annexes, emergency management staff, leaders of local volunteer organizations that support emergency operations, and others who may participate in mitigation, preparedness, response, and recovery efforts.

This Basic Plan outlines Uwharrie Charter Academy's approach to emergency management and operations. It has been developed to assist Uwharrie Charter Academy to protect its staff and students during an emergency. This plan takes an all-hazard approach to emergency management and plans for mitigation/prevention, preparedness, response, and recovery.

Mission and Goals

- 1. The mission of Uwharrie Charter Academy in an emergency/disaster is to:
 - a. Protect lives and property.
 - b. Mitigate the effects of a disaster.
 - c. Prepare for emergencies and disasters.
 - d. Respond to emergencies promptly and properly.
 - e. Aid in recovery from disasters
- 2. The goals of Uwharrie Charter Academy:
 - a. Provide emergency response plans, services, and supplies for all facilities and employees.
 - b. Coordinate the use of school personnel and facilities within the school.
 - c. Restore normal services as quickly as possible.
 - d. Provide detailed and accurate documentation of emergencies to aid in the recovery process.

II. EXPLANATION OF TERMS

A. Acronyms

ARC American Red Cross

CFR Code of Federal Regulations

DEM Division of Emergency Management

EOC Emergency Operations Center
EPI Emergency Public information
FBI Federal Bureau of Investigation

FEMA Federal Emergency Management Agency

Hazmat Hazardous Material
IC Incident Commander
ICP Incident Command Post
ICS Incident Command System
SOPs Standard Operating Procedures

B. Definitions

1. Emergency Public Information (EPI)

Information that is disseminated to the public via the news media before, during, and/or after an emergency or disaster.

2. Emergency Situation

As used in this plan, this term is intended to describe a range of situations, from an incident to a major disaster. It includes the following:

a. Incident

An incident is a situation that is limited in scope and potential effects. Characteristics of an incident include:

- 1) Involves a limited area and/or limited population.
- 2) Evacuation or in-place sheltering is typically limited to the immediate area of the incident.
- 3) Warning and public instructions are provided in the immediate area, not community wide.

- 4) One or two local response agencies or departments acting under an IC normally handle incidents. Requests for resource support are normally handled through agency and/or departmental channels.
- 5) May require limited external assistance from other local response agencies or contractors.

b. Emergency

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

- 1) Involves a large area, significant population, or important facilities.
- 2) May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations.
- 3) May require community-wide warning and public instructions.
- 4) Requires a sizable multi-agency response operating under an IC.
- 5) May require some external assistance from other local response agencies, contractors, and limited assistance from state or federal agencies.
- 6) The EOC will be activated to provide general guidance and direction, coordinate external support, and provide resource support for the incident.

c. Disaster

A disaster involves the occurrence or threat of significant casualties and/or widespread property damage that is beyond the capability of the local government to handle with its organic resources. Characteristics include:

- 1) Involves a large area, a sizable population, and/or important facilities.
- 2) May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations.
- 3) Requires community-wide warning and public instructions.
- 4) Requires a response by all local response agencies operating under one or more ICs.
- 5) Requires significant external assistance from other local response agencies, contractors, and extensive state or federal assistance.
- 6) The EOC will be activated to provide general guidance and direction, provide emergency information to the public, coordinate state and federal support, and coordinate resource support for emergency operations.

3. Hazardous Material (Hazmat)

A substance in a quantity or form posing an unreasonable risk to health, safety, and/or property when manufactured, stored, or transported. The substance, by its nature, containment, and reactivity, has the capability for inflicting harm during an accidental occurrence. It can be toxic, corrosive, flammable, reactive, an irritant, or a strong sensitizer, and poses a threat to health and the environment when improperly managed. Hazmats include toxic substances, certain infectious agents, radiological materials, and other related materials such as oil, used oil, petroleum products, and industrial solid waste substances.

4. Inter-local agreements

Arrangements between governments or organizations, either public or private, for reciprocal aid and assistance during emergency situations where the resources of a single jurisdiction or organization are insufficient or inappropriate for the tasks that must be performed to control the situation. Commonly referred to as a mutual aid agreement.

5. Standard Operating Procedures (SOP)

Approved methods for accomplishing a task or set of tasks. SOPs are typically prepared at the department or agency level.

III. SITUATION AND ASSUMPTIONS

- A. Uwharrie Charter Academy 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 Figure 1. More detailed information is provided in a Hazard Analysis, published separately.
- B. Describe the enrollment and employment figures.

District

The district's current enrollment is approximately 1,783 students of which 650 attend the district's high schools, 650 attend the district's middle schools and 500 attend the district's elementary schools. The district's staff is comprised of 8 district office staff, 116 teachers and 6 administrators. Additionally, there are 11 office/support staff, 8 custodial staff, and 6 bus drivers.

Uwharrie Charter Academy is made up of 10 buildings. Buildings included:

- 1. Elementary School located at 301 Lewallen Road Asheboro, NC 27203 (336) 610-0820
- 2. Middle School located at 5154 Hwy 220 Business South Asheboro, NC 27205 (336) 610-0816
- 3. Welding Shop located at 5154 Hwy 220 Business South Asheboro, NC 27205 (No Phone)
- 4. Central Office located at 5154 Hwy 220 Business South Asheboro, NC 27205 (336) 610-0818
- 5. High School located at 5326 Hwy 220 Business South Asheboro, NC 27205 (336) 610-0813
- 6. Storage Building located at 5326 Hwy 220 Business South Asheboro, NC 27205 (No Phone)
- 7. Soccer Storage located at 5326 Hwy 220 Business South Asheboro, NC 27205 (No Phone)
- 8. Baseball/Softball Field House located at 843 Ludlum Lane Asheboro, NC 27205 (No Phone)
- 9. Equipment Building located at 843 Ludlum Lane Asheboro, NC 27205 (No Phone)
- 10. Press Box located at 843 Ludlum Lane Asheboro, NC 27205 (No Phone)

C. Limitations:

It is the policy of Uwharrie Charter Academy that no guarantee is implied by this plan of a perfect response system. As personnel and resources may be overwhelmed, Uwharrie Charter Academy can only endeavor to make every reasonable effort to respond to the situation, with the resources and information available at the time.

IV. CONCEPT OF OPERATIONS

A. Objectives

The objectives of Uwharrie Charter Academy's 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, Uwharrie Charter Academy 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

- a. It is the responsibility of Uwharrie Charter Academy's 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 Uwharrie Charter Academy.
- b. It is the responsibility of the Uwharrie Charter Academy to provide in-service emergency response education for all school and office personnel.
- c. It is the responsibility of the school principal in each building to conduct drills and exercises to prepare school personnel, as well as students for emergency situations.
- d. 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.
- e. This plan is based on a multi-hazard approach to emergency planning. It addresses general functions that may need to be performed during <u>any</u> 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.
- f. Personnel tasked in this plan are expected to develop and keep current standard operating procedures (SOP) that describe how emergency tasks will be performed. Uwharrie Charter Academy is charged with ensuring the training and equipment necessary for an appropriate response are in place.
- g. This plan is based upon the concept that the emergency functions that must be performed by the district/school 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. Because 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.

h. 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

Uwharrie Charter Academy's 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.

- A. The Assistant Superintendent of Auxiliary Services or School Principal will be responsible for activating the district's emergency operations plan and the initial response:
- B. 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.
 - 1) Reverse Evacuation Requires all staff and students to go to safe places in the building from outside the building.
 - 2) Lock down All exterior doors and classroom doors are locked. Students and staff stay in their classrooms.
 - 3) 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.
 - 4) Drop, and cover Students and staff move to a designated safe area, drop to the floor, and cover eyes and protect internal organs.

C. Notification Procedures

- 2. In case of an incident at any district facility, the flow of information shall be from the school principal or assistant principal to the district office. Information should include the nature of the incident and the impact on the facility, students, and staff.
 - A. In the event the district is in receipt of information, such as a weather warning that may affect a school within the district, the information shall be provided to the school principal or assistant principal. Specific guidelines are found in the individual annexes and appendices. Weather radios are in the office of each school campus and the Central Office.

B. Training and Exercise

- 3. Uwharrie Charter Academy understands the importance of training, drills, and exercises in the overall emergency management program. To ensure that district personnel and community first responders are aware of their duties and responsibilities under the district plan and the most current procedures, the following training, drill and exercise actions will occur:
 - A. Training and refresher training sessions shall be conducted for all district/school 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.
 - 1) 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.
 - 2) Uwharrie Charter Academy will plan for at least 17 drills and exercises during the school year. The types of drills and exercises will include: (2) Lockdown, (2) Modified Lockdown, (1) Tornado, (1) Earthquake, (11) Fire.
 - 3) Uwharrie Charter Academy will participate in any external drills or exercises sponsored by local emergency responders. Availability of district personnel and the nature of the drill or exercise shall govern the degree to which the district will participate as it relates to improving the district's ability to respond to and deal with emergencies.

4. Source and Use of Resources

- A. Uwharrie Charter Academy will use its own resources to respond to emergency situations until emergency response personnel arrive. If additional resources are required, the following options exist:
- B. Request assistance from volunteer groups active in disasters.

1) Request assistance from industry or individuals who have resources needed to assist with the emergency-situation.

D. Activities by Phases of Emergency Management

This plan addresses emergency actions that are conducted during all four phases of emergency management.

1. Mitigation/Prevention

Uwharrie Charter Academy will conduct mitigation/prevention activities as an integral part of the emergency management program. Mitigation/prevention is intended to eliminate hazards and vulnerabilities, reduce the probability of hazards and vulnerabilities causing an emergency-situation, or lessen the consequences of unavoidable hazards and vulnerabilities. Mitigation/prevention should be a pre-disaster activity, although mitigation/prevention may also occur in the aftermath of an emergency-situation with the intent of avoiding repetition of the situation. Among the mitigation/prevention activities included in the emergency operations program are:

a. Hazard Analysis

- 1) Identifying hazards
- 2) Recording hazards
- 3) Analyzing hazards
- 4) Mitigating/preventing hazards
- 5) Monitoring hazards

b. Security Audit

2. Preparedness

Preparedness activities will be conducted to develop the response capabilities needed in the event of an emergency. Among the preparedness activities included in the emergency operations program are:

- a. Providing emergency equipment and facilities.
- b. Emergency planning, including maintaining this plan, its annexes, and appendices.
- c. Involving emergency responders, emergency management personnel, other local officials, and volunteer groups who assist Uwharrie Charter Academy during emergencies in training opportunities.
- d. Conducting periodic drills and exercises to test emergency plans and training.

e. Revise plan, as necessary.

3. Response

Uwharrie Charter Academy will respond to emergency situations effectively and efficiently. The focus of most of this plan and its annexes is on planning for the response to emergencies. Response operations are intended to resolve an emergency-situation quickly, while minimizing casualties and property damage. Response activities include warning, first aid, light fire suppression, law enforcement operations, evacuation, shelter and mass care, light search & rescue, as well as other associated functions.

4. Recovery

If a disaster occurs, Uwharrie Charter Academy will carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services to the district/school and provide for the basic needs of the staff and students. Long-term recovery focuses on restoring the school to its normal state. 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.

G. Emergencies Occurring During Summer or Other School Breaks

If a school administrator or other emergency response team member is notified of an emergency during the summer, the response usually will be one of limited school-involvement. In that case, the following steps should be taken:

- 1. Institute the phone tree to disseminate information to Emergency Response Team members and request a meeting of all available members.
- 2. Identify close friends/staff most likely to be affected by the emergency. Keep the list and recheck it when school reconvenes.
- 3. Notify staff or families of students identified in #2 and recommend community resources for support.
- 4. Notify general faculty/staff by letter or telephone with appropriate information.
- 5. Schedule a faculty meeting for an update the week before students return to school.
- 6. Be alert for repercussions among students and staff. When school reconvenes, check the core group of friends and other at-risk students and staff, and institute appropriate support mechanisms and referral procedures.

V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

1. General

During emergency situations, the normal organizational arrangements are modified to facilitate emergency operations. District/school organization for emergencies includes an executive group, emergency operations planning team, emergency response teams, emergency services, and support services.

Executive Group

The Executive Group provides guidance and direction for emergency management programs and for emergency response and recovery operations. The District Leadership includes the Superintendent, Assistant Superintendent, Chief Financial Officer, Transportation Director, and the principals of each school.

Emergency Operations Planning Team

The Emergency Response Team develops emergency operations plan for the district or schools, coordinates with local emergency services to develop functional annexes as well as annexes for specific hazards, coordinates district/school's planning activities, and recruits its members of the district/school emergency response teams. There will be an ERT at the district level and an ERT at each school. The Emergency Response Team at the district level includes the Superintendent, Assistant Superintendent, Chief Financial Officer, Transportation Director, and the School Resource Officer. The Emergency Response Team at the school level includes the Principal, Assistant Principal, School Counselor/Advocate, School Resource Officer, and selected Teachers.

Emergency Support Services

This group includes departments and agencies that support and sustain emergency responders. They will also be responsible for coordinating emergency assistance provided by organized volunteer organizations, business and industry, and other sources.

Volunteer and Other Services

This group includes organized volunteer groups and businesses who have agreed to provide certain support for emergency operations.

B. Assignment of Responsibilities

1 General

For most emergency functions, successful operations require a coordinated effort from several personnel. To facilitate a coordinated effort, district and school staff, and other school personnel are assigned primary responsibility for planning and coordinating

specific emergency functions. Generally, primary responsibility for an emergency function will be assigned to an individual from the who possesses the most appropriate knowledge and skills. Other school personnel may be assigned support responsibilities for specific emergency functions.

2. The individual having primary responsibility for an emergency function is normally responsible for coordinating preparation of and maintaining that portion of the emergency plan that addresses that function. Listed below are general responsibilities assigned to the Executive Group, Emergency Response Teams, Teachers, Emergency Support Services.

3. Executive Group Responsibilities

- a. The Uwharrie Charter Academy Board of Directors will
 - 1) Establish objectives and priorities for the emergency management program and provide general policy guidance on the conduct of that program.
 - 2) Establish a District Emergency Operations Plan review committee to approve and coordinate all emergency response plans.
 - 3) Review school construction and renovation projects for safety

b. The Superintendent will:

- 1) Appoint a district Emergency Management Coordinator to assist in planning and review.
- 2) 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.
- 3) Develop and coordinate in-service emergency response education for all district/school personnel.
- 4) Obtain a resolution from the local school board giving needed authority and support to develop school emergency operations programs and plans.
- 5) Initiate, administer, and evaluate emergency operations programs to ensure the coordinated response of all schools within the system.
- 6) Authorize implementation of emergency preparedness curriculum.
- 7) Gather information from all aspects of the emergency for use in making decisions about the management of the emergency.
- 8) Have overall decision-making authority in the event of an emergency until emergency services arrive.

- 9) Monitor the emergency response during emergency situations and provide direction where appropriate.
- 10) Stay in contact with the leaders of the emergency service agencies working with the emergency.
- 1) Keep the Uwharrie Charter Academy Board of Directors informed of emergency status.
- 2) Request assistance from local emergency services when necessary
- 3) Meet and talk with the parents of students and spouses of adults who have been admitted to the hospital.
- 4) Assign resources (persons and materials) to various sites for specific needs. This may include the assignment of school personnel from other school or community sites such as community emergency shelters.
- 5) Authorize immediate purchase of outside services and materials needed for the management of emergency situations.
- b. The Assistant Superintendent of Auxiliary Services will:
 - 1) Serve as the staff advisor to the Superintendent and school-based Principals & Assistant Principals on emergency management matters.
 - 2) Keep the Superintendent and school-based Principals & Assistant Principals appraised of the preparedness status and emergency management needs.
 - 3) Coordinate local planning and preparedness activities and the maintenance of this plan.
 - 4) Prepare and maintain a resource inventory.
 - 5) Arrange appropriate training for district emergency management personnel and emergency responders.
 - 6) Coordinate periodic emergency exercises to test emergency plans and training.
 - 7) Perform day-to-day liaison with the state emergency management staff and other local emergency management personnel.
 - 8) Coordinate with organized volunteer groups and businesses regarding emergency operations.

c. The Principal will:

1) Act as the school's Emergency Management Coordinator.

- 2) Implement the policies and decisions of the governing body relating to emergency management.
- 3) Organize the school's emergency management program and identify personnel, equipment, and facility needs.
- 4) Ensure that the plan is coordinated with the district's plans and policies.
- 5) Assign selected staff members to the Emergency Operations Planning Team who will develop the school's emergency operations plan.
- 6) Ensure that school personnel and students participate in emergency planning, training, and exercise activities.
- 7) Conduct drills and initiate needed plan revisions based on After Action Reports
- 8) Encourage incorporation of emergency preparedness material into regular curriculum
- 9) Provide copies of the school plan to the district superintendent and local Emergency Management office.
- 10) Monitor developing situations such as weather conditions or incidents in the community that may impact the school.
- 11) Establish an Incident Command Post
- 12) Act as Incident Commander until superintendent or emergency services arrives.
- 13) Assign school emergency responsibilities to staff as required.
- 14) Coordinate use of building as public shelter for major emergencies occurring in the city or county.
- 15) Coordinate emergency assistance and recovery.
- 2. Emergency Operations Planning Team will:
 - 1) In conjunction with the district and local emergency services create and maintain the Emergency Operations Plan.
 - 2) In conjunction with the district and local emergency management officials, conduct a hazard analysis.
 - 3) Organize Emergency Response Teams.
 - 4) Recommend training for the Emergency Response Teams.

- 5) Establish a partner system to pair teachers and classes so that teachers assigned to an Emergency Response Team, can fulfill the duties.
- 6) Provide information to staff, students, and community on emergency procedures.
- 7) Provide support during an emergency in accordance with designated roles.
- 8) Conduct debriefings at the conclusion of each emergency to critique the effectiveness of the emergency operations plan.

3. Emergency Response Teams will:

- 1) Create annexes for their specific emergency function.
- 2) Assist the superintendent and principal during an emergency by providing support and care for district/school employees, students, and visitors during an emergency before local emergency services arrive or in the event of normal local emergency services being unavailable.
- 3) Provide the following functions when necessary and when performing their assigned function will not put them in harm's way:
 - a) Facility evacuation The Evacuation team will be trained to assist in the evacuation of all school facilities and to coordinate the assembly and the accountability of the employees and students once and evacuation has taken place.
 - b) First aid The First Aid team will be trained to provide basic first aid to injured students and/or staff.
 - c) Search and rescue The Search and Rescue team will be trained in search and rescue operations. They will perform light search and rescue to find missing or trapped students and/or staff and note and record the situation for other responders.
 - d) Limited fire suppression The Limited Fire Suppression team will be trained to provide light fire suppression and provide utility shut-off if necessary.
 - e) Damage assessment The Damage Assessment team will be trained to conduct a building assessment of school buildings to evaluate whether or the building(s) are safe for occupation.
 - f) Student/Parent Reunification The Student/Parent Reunification team will establish sites for the orderly dismissal of students to their parents.

- g) Student supervision The Student/Staff Supervision team will be responsible for supervising the students while emergency response activities are occurring.
- h) Support and security The Support and Security team will be responsible for securing the school grounds and make preparations for caring for students until it is safe to release them.

4. Teachers will:

- 1) Prepare classroom emergency kits.
- 2) Participate in trainings, drills, and exercises.
- 3) Direct and supervise students en-route to pre-designated safe areas within the school grounds or to an off-site evacuation shelter.
- 4) Maintain order while in student assembly area.
- 5) Verify the location and status of every student. Report to the incident commander or designee on the condition of any student needing additional assistance.
- 6) Establish a partner system for students and teachers with disabilities.
- Remain with assigned students throughout the duration on the emergency, unless otherwise assigned through a partner system or until every student has been released through the official "student/family reunification process".

5. Technology/Information Services Role

- 1) Coordinate use of technology.
- 2) Assist in establishment/maintenance of emergency communications network.
- 3) Assist in obtaining needed student and staff information from the computer files.
- 4) Prepare and maintain an emergency kit that contains floor plans, telephone line locations, computer locations, and other communications equipment.
- 5) Establish and maintain computer communication with the central office and with other agencies capable of such communication.
- 6) Establish and maintain, as needed, a stand-alone computer with student and staff database for use at the emergency site.
- 7) As needed, report various sites involved in the communication system if there are problems in that system.

6. Transportation Role

- 1) Establish and maintain school division protocols for transportation-related emergencies.
- 2) Provide division-wide transportation for bus drivers.
- 3) Establish and maintain plans for the emergency transport of district/school personnel and students.
- 4) Coordinate transportation plans with State Police and other law enforcement personnel, as appropriate.

7. Common Responsibilities for Emergency and Support Services

All emergency services and support services will:

- 1) Provide personnel, equipment, and supplies to support emergency operations upon request.
- 2) Provide trained personnel to staff the ICP and EOC and conduct emergency operations.
- 3) Report information regarding emergency situations and damage to facilities and equipment to the IC or the EOC.

8. Emergency Services Responsibilities

- a. The IC will:
 - 1) Manage emergency response resources and operations at the incident site command post to resolve the emergency-situation.
 - 2) Determine and implement required protective actions for response personnel and the public at an incident site.

VI. DIRECTION AND CONTROL

A. General

- 1. The Superintendent/Assistant Superintendent of Auxiliary Services is responsible for establishing objectives and policies for emergency operations and providing general guidance for emergency response and recovery operations. During disasters, he/she may carry out those responsibilities from the ICP.
- 2. The Superintendent/Assistant Superintendent of Auxiliary Services/Principal will provide overall direction of the response activities of the district/school. During major emergencies and disaster, he/she will normally carry out those responsibilities from the ICP.
- 3. The Superintendent/Assistant Superintendent of Auxiliary Services/Principal will manage the Incident Command Post.
- 4. The Incident Commander, assisted by a staff sufficient for the tasks to be performed, will manage the emergency response from the Incident Command Post until local emergency services arrive.
- 5. During emergency operations, the district/school administration retains administrative and policy control over their employees and equipment. However, personnel and equipment will carry out mission assignments directed by the Incident Commander. Each department and agency are responsible for having its own operating procedures to be followed during response operations, but interagency procedures, such a common communications protocol, may be adopted to facilitate coordinated effort.
- 6. If the district/school's own resources are insufficient or inappropriate to deal with an emergency-situation, assistance from local emergency services, organized volunteer groups, or the State should be requested.

B. Emergency Facilities

1. Incident Command Post.

Except when an emergency-situation threatens, but has not yet occurred, and those situations for which there is no specific hazard impact site (such as a severe winter storm or area-wide utility outage), an Incident Command Post or command posts will be established in the vicinity of the incident site(s). As noted previously, the Incident Commander will be responsible for directing the emergency response and managing the resources at the incident scene.

C. Continuity of School Administration

- 1. The line of succession for the Superintendent is:
 - a. Assistant Superintendent of Auxiliary Services

- b. Transportation Director
- c. School Resource Officer
- 2. The line of succession for the Assistant Superintendent of Auxiliary Services is:
 - a. Superintendent
 - b. Transportation Director
 - c. School Resource Officer
- 3. The line of succession for the Principal is:
 - a. Assistant Principal
 - b. School Resource Officer
- 4. The lines of succession for each position shall be in accordance with the SOPs established by the district/school.

VII. READINESS LEVELS

A. Readiness Levels

Many emergencies follow some recognizable build-up period during which actions can be taken to achieve a gradually increasing state of readiness. A five-tier system is utilized. Readiness Levels will be determined by the Superintendent/Assistant Superintendent of Auxiliary Services/Principal. General actions to be taken at each readiness level are outlined in the annexes to this plan; more specific actions will be detailed in departmental or agency SOPs.

B. Readiness Action Level Descriptions

The following readiness action levels will be used as a means of increasing the district/school's alert posture. (Based on the Department of Homeland Security. Suggested by Department of Education)

1. Green—Low

- a. Assess and update emergency operations plans and procedures.
- b. Discuss updates to school and local emergency operations plans with emergency responders.
- c. Review duties and responsibilities of emergency response team members.
- d. Provide CPR and first aid training for staff.
- e. Conduct training and drills.
- f. Conduct 100% visitor ID check.

Blue—Increased Readiness

- a. Review and upgrade security measures.
- b. Review emergency communication plan.
- c. Inventory, test, and repair communication equipment.
- d. Inventory and restock emergency supplies.
- e. Conduct emergency operations training and drills.

3. Yellow—Elevated

- a. Inspect school buildings and grounds for suspicious activities.
- b. Assess increased risk with public safety officials.

- c. Review crisis response plans with school staff.
- d. Test alternative communications capabilities.

4. Orange—High

- a. Assign staff to monitor all entrances and exits, always, until an "ALL CLEAR" is given.
- b. Assess facility security measures.
- c. Update parents on preparedness efforts.
- d. Update media on preparedness efforts.
- e. Address student fears concerning possible emergency.
- f. Place school and district emergency response teams on standby alert status.

5. Red—Severe

- a. Follow local and/or federal government instructions (listen to radio/TV).
- b. Activate emergency operations plan.
- c. Restrict school access to essential personnel.
- d. Cancel outside activities and field trips.
- e. Provide mental health services to anxious students and staff.

VIII. ADMINISTRATION AND SUPPORT

A. Agreements and Contracts

- 1. Should district/school resources prove to be inadequate during an emergency; requests will be made for assistance from local emergency services, other agencies, and industry in accordance with existing mutual-aid agreements and contracts and those agreements and contracts concluded during the emergency. Such assistance may include equipment, supplies, or personnel. All agreements will be entered into by authorized officials and should be in writing whenever possible. Agreements and contracts should identify the school district officials authorized to request assistance pursuant to those documents.
- 2. The agreements and contracts pertinent to emergency management that this district/school is party to are summarized in Appendix.

B. Reports

1. Initial Emergency Report

This short report should be prepared and transmitted by the Incident Command Post when an on-going emergency incident appears likely to worsen and assistance from local emergency services may be needed.

2. Situation Report

A daily situation report should be prepared and distributed by the Incident Command Post during major emergencies or disasters.

3. Other Reports

Several other reports covering specific functions are described in the annexes to this plan.

C. Records

1. Record Keeping for Emergency Operations

The district and each school 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 emergency operations. This shall be done in accordance with the established local fiscal policies and standard cost accounting procedures.

a. Activity Logs

The ICP and the district office shall maintain accurate logs recording key response activities, including:

- 1) Activation or deactivation of emergency facilities.
- 2) Emergency notifications to local emergency services.
- 3) Significant changes in the emergency-situation.
- 4) Major commitments of resources or requests for additional resources from external sources.
- 5) Issuance of protective action recommendations to the staff and students.
- 6) Evacuations.
- 7) Casualties.
- 8) Containment or termination of the incident.
- b. Incident Costs. The district/school shall maintain records summarizing the use of personnel, equipment, and supplies during the response to day-to-day incidents to obtain an estimate of annual emergency response costs that can be used in preparing future district/school budgets.

- c. Emergency or Disaster Costs. For major emergencies or disasters, the district/school participating in the emergency response shall maintain detailed records of costs for emergency operations to include:
 - 1) Personnel costs, especially overtime costs.
 - 2) Equipment operations costs.
 - 3) Costs for leased or rented equipment.
 - 4) Costs for contract services to support emergency operations.
 - 5) Costs of specialized supplies expended for emergency operations.

These records may be used to recover costs from the responsible party or insurers or as a basis for requesting financial assistance for certain allowable response and recovery costs from the state and/or federal government.

2. Preservation of Records

- a. To continue normal district/school operations following an emergency situation, vital records must be protected. These include legal documents, student files as well as property and tax records. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. Personnel responsible for preparation of annexes to this plan will include protection of vital records in its SOPs.
- b. If records are damaged during an emergency-situation, the district/school will seek professional assistance to preserve and restore them.

C. Consumer Protection

Consumer complaints regarding alleged unfair or illegal business practices often occur in the aftermath of a disaster. Such complaints will be referred to the district's attorney, who will pass such complaints to the Consumer Protection Division of the Office of the Attorney General.

E. Post-Incident and Exercise Review

The Superintendent/Assistant Superintendent of Auxiliary Services/Principal are responsible for organizing and conducting a critique following the conclusion of a significant emergency event/incident or exercise. The critique will entail both written and verbal input from all appropriate participants. Where deficiencies are identified, district/school personnel will be assigned responsibility for correcting the deficiency and a due date shall be established for that action.

IX. PLAN DEVELOPMENT AND MAINTENANCE

A. Plan Development

The Emergency Operations Planning Team is responsible for the overall development and completion of the Emergency Operations Plan, including annexes. The Superintendent/Board of Directors is responsible for approving and promulgating this plan.

B. Distribution of Planning Documents

- 1. The Superintendent/Assistant Superintendent of Auxiliary Services/Principal shall determine the distribution of this plan and its annexes. In general, copies of plans and annexes should be distributed to those tasked in this document. Copies should also be set aside for the EOC and other emergency facilities.
- 2. The Basic Plan should include a distribution list (See Appendix 14 to this plan) that indicates who receives copies of the basic plan and the various annexes to it. In general, individuals who receive annexes to the basic plan should also receive a copy of this plan, because the Basic Plan describes the emergency management organization and basic operational concepts.

C. Review

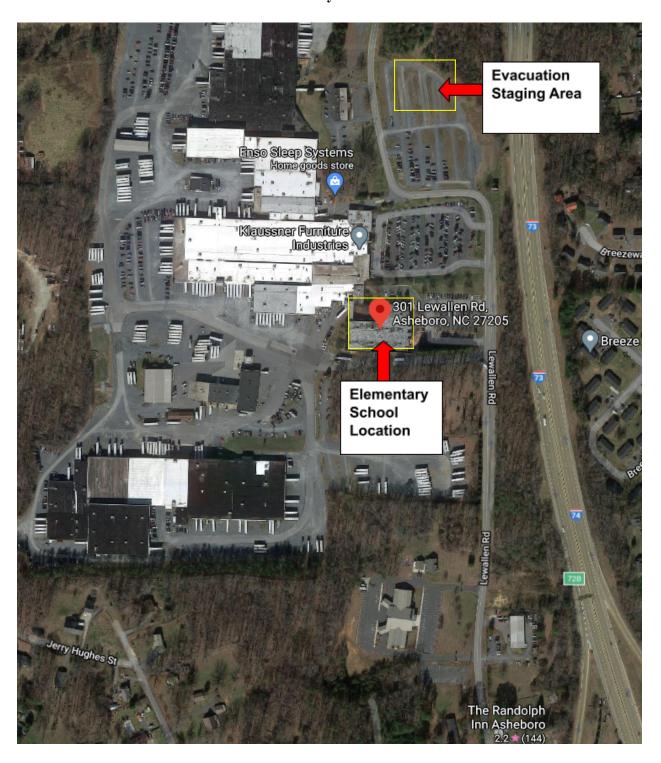
The Basic Plan and its annexes shall be reviewed annually by district/school officials. The Emergency Operations Planning Team will establish a schedule for annual review of planning documents by those tasked in them.

D. Update

- 1. This plan will be updated based upon deficiencies identified during actual emergency situations and exercises and when changes in threat hazards, resources and capabilities, or district/school structure occur.
- 2. The Basic Plan and its annexes must be revised or updated by a formal change at least **every three years**. Responsibility for revising or updating the Basic Plan is assigned to the Emergency Operations Planning Team.
- **3.** The Superintendent/Assistant Superintendent of Auxiliary Services/Principal is responsible for distributing all revised or updated planning documents to all departments, agencies, and individuals tasked in those documents.

APPENDIX 1 DISTRICT MAP

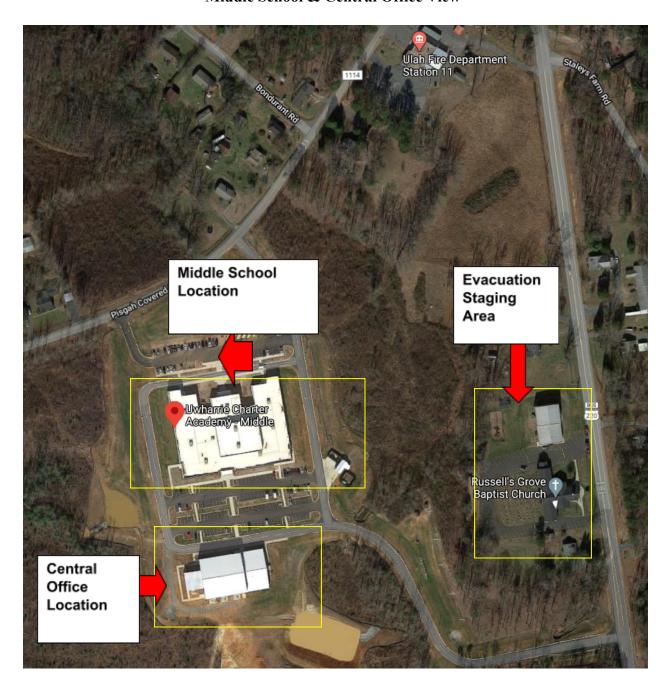
Elementary School View



High School View



Middle School & Central Office View



Athletic Complex View



A	APPENDIX 2	
So	CHOOL MAPS	

-INSERT MAPS OF SCHOOL AND SURROUNDING AREA-

AT MINIMUM INCLUDE THE FOLLOWING INFORMATION ON THE MAP:

(PRIMARY AND ALTERNATE EVACUATION ROUTE MAPS SHALL BE PLACED IN EACH ROOM)

Primary evacuation routes
Alternate evacuation routes
Handicap evacuation areas
Utility access/shut-off for
 Gas
 Water
 Electricity
 HVAC System
 Technology Rooms
 Roof Access
 Eye Wash Stations
Haz Mat storage areas
Heat plants/boilers

NOTE:

It is recommended that you develop a diagram of the entire school site and surrounding areas.

ELEMENTARY SHUT-OFF LOCATIONS:



FIGURE 1 ELECTRICAL SHUT OFF AT ELEMENTARY SCHOOL



Figure 2 Hot Water Heater and Eye Wash Station at Elementary School



Figure 3 Water Shut Off at Road at Elementary School



Figure 4 Water Shut off inside at Elementary school



Figure 5 HVAC unit 1 shut off at elementary school



Figure 6 HVAC Gas Shut Off Unit 1 at elementary school



Figure 7 HVAC unit 2 shut off at elementary school



Figure 8 HVAC Gas Shut Off Unit 2 at elementary school



Figure 9 HVAC unit 3 shut off at elementary school



Figure 10 HVAC Gas Shut Off Unit 3 at elementary school



Figure 11 HVAC unit 4 shut off at elementary school



Figure 12 HVAC Gas Shut Off Unit 4 at elementary school



Figure 13 HVAC unit 5 shut off at elementary school



Figure 14 HVAC Gas Shut Off Unit 5 at elementary school



Figure 15 HVAC unit 6 shut off at elementary school



Figure 16 HVAC Gas Shut Off Unit 6 at elementary school



Figure 17 HVAC unit 7 shut off at elementary school



Figure 18 HVAC Gas Shut Off Unit 7 at elementary school



Figure 19 HVAC unit 8 shut off at elementary school



Figure 20 HVAC Gas Shut Off Unit 8 at elementary school



Figure 21 HVAC unit 9 shut off at elementary school



Figure 22 HVAC Gas Shut Off Unit 9 at elementary school



Figure 23 HVAC unit 10 shut off at elementary school



Figure 24 HVAC Gas Shut Off Unit 10 at elementary school



Figure 25 Roof Access at the elementary school



Figure 26 Tech Room at Elementary School

MIDDLE SCHOOL SHUT-OFF LOCATIONS:



Figure 27 HVAC unit 1 shut off at Middle school



Figure 28 HVAC Gas unit 1 shut off at Middle school



Figure 29 HVAC unit 2 shut off at Middle school



Figure 30 HVAC Gas unit 2 shut off at Middle school



Figure 31 HVAC unit 3 shut off at Middle school



Figure 32 HVAC Gas unit 3 shut off at Middle school



Figure 33 HVAC unit 4 shut off at Middle school



Figure 34 HVAC Gas unit 4 shut off at Middle school



Figure 35 HVAC unit 5 shut off at Middle school



Figure 36 HVAC Gas unit 5 shut off at Middle school



Figure 37 HVAC unit 6 shut off at Middle school



Figure 38 HVAC Gas unit 6 shut off at Middle school



FIGURE 39 HVAC UNIT 7 SHUT OFF AT MIDDLE SCHOOL



Figure 40 HVAC Gas unit 7 shut off at Middle school



Figure 41 HVAC unit 8 shut off at Middle school



Figure 42 HVAC Gas unit 8 shut off at Middle school



Figure 43 HVAC unit 9 shut off at Middle School



Figure 44 HVAC Gas unit 9 shut off at Middle school



Figure 45 HVAC unit 10 shut off at Middle school



Figure 46 HVAC Gas unit 10 shut off at Middle school



Figure 47 HVAC unit 11 shut off at Middle school



Figure 48 HVAC Gas unit 11 shut off at Middle school



Figure 49 Electrical Shut off at Middle school



Figure 50 Hot Water Heater Shut off at middle school



Figure 51 $\,$ Eye wash Station and Roof access at middle school



Figure 52 Technology Room 1 at the Middle School



Figure 53 Technology Room 2 at the Middle School



Figure 54 Water shut off at the middle school

HIGH SCHOOL SHUT-OFF LOCATIONS:



FIGURE 55 EYE WASH STATION AND ROOF ACCESS AT HIGH SCHOOL



Figure 56 electrical shut off 1 at the high school



Figure 57 electrical shut off 2 at the high school



Figure 58 electrical shut off 3 at the high school



FIGURE 59 TECHNOLOGY ROOM AT THE HIGH SCHOOL



Figure 60~Water Shut off at the high school

CENTRAL OFFICE SHUT-OFF LOCATIONS:



FIGURE 61 HVAC 1 AT THE CENTRAL OFFICE



Figure 62 HVAC 1 Gas shut off at central office



FIGURE 63 WATER SHUT OFF AT CENTRAL OFFICE



FIGURE 64 HVAC 2 AT CENTRAL OFFICE



Figure 65 HVAC 2 Gas shut off at central office



Figure 66 eye wash station at central office

APPENDIX 3 EMERGENCY OPERATIONS PLANNING TEAM

Name	Phone Number	E-Mail Address Other		
Dr. Sharon Castelli	(910)-986-2332	sharon_castelli@uwharriecharter.org		
Chris Wheat	(336) 707-2758	chris_wheat@uwharriecharter.org		
Ryan Nelson	(812)-239-5841	ryan_nelson@uwharriecharter.org		
Clayton Miller	(336)-266-3558	clayton_miller@uwharriecharter.org		
Lauren O'Brien	(336)-870-1460	lauren_o'brien@uwharriecharter.org		
Rebecca Harris	(336)-302-4707	rebecca_harris@uwharriecharter.org		
Keith Jessup	(336)-964-9554	keith_jessup@uwharriecharter.org		
Kevin Lamb	(336)-823-4993	kevin_lamb@uwharriecharter.org		

 $^{\ ^*}$ The "All Call System" is used send out messages through phone, text, and email. $\ ^*$

APPENDIX 4 EMERGENCY CONTACT NUMBERS

Public Safety Agencies	Number
General Emergency	911*
Police/Sheriff/Fire	911*
Poison Control	1-800-362-0101
Local Hospital: Randolph Health	(336) 625-5151
District Contacts	Number
Superintendent: Dr. Sharon Castelli	(910)-986-2332
Assistant Superintendent: Chris Wheat	(336)-707-2758
Chief Finance Officer: Ryan Nelson	(812)-239-5841
Transportation Director: Clayton Miller	(336)-266-3558
Food Services: Michelle Hammer	(336)-460-4648
Maintenance: Keith Jessup	(336)-964-9554
Maintenance: Kevin Lamb	(336)-823-4993

^{*} Determine the appropriate sequence required to dial 911 from your sites phone system.

APPENDIX 5 RESOURCE INVENTORY

INVENTORY OF EMERGENCY EQUIPMENT

Communications Equipment
First-Aid Supplies
Fire Extinguishers
Lighting
Classroom Emergency Kits
Maintenance Supplies
Tools

APPENDIX 6 SAMPLE SCHOOL-PARENT LETTER

[Date]

Dear Parents:

Should an emergency or disaster situation ever arise in our area while school is in session, we want you to be aware that the schools have made the necessary preparations to respond effectively to such situations.

Should we have a major disaster during school hours, your student(s) will be cared for at this school. Our School District has a detailed Emergency Response Plan which has been formulated to respond to a major catastrophe.

Your cooperation is necessary in any emergency.

- 1. Do not telephone the school. Telephone lines may be needed for emergency communication.
- 2. In the event of a serious emergency, students will be kept at their schools until they are picked up by an approved, identified adult listed on the school's emergency contact approved pick-up list, which is required to be filled out by parents at the beginning of every school year. Please be sure you consider the following criteria when you authorize another person to pick up your child at school:
 - He/she is 18 years of age or older.
 - He/she is usually home during the day.
 - He/she is known to your child.
 - He/she is both aware and able to assume this responsibility.
- 3. Turn your radio to [radio stations] for emergency announcements. If students are to be kept at school, radio stations will be notified. If electrical service is not affected, information will be relayed via the School District cable on Channel ______. In addition, information regarding day-to-day school operations will be available by calling the District Office.
- 4. Impress upon your children the need for them to follow the directions of any school personnel in times of an emergency.

STUDENTS WILL BE RELEASED ONLY TO PARENTS AND PERSONS IDENTIFIED ON THE SCHOOL DISTRICT EMERGENCY CARD. DURING AN EXTREME EMERGENCY, STUDENTS WILL BE RELEASED AT DESIGNATED REUNION GATES LOCATED ON SCHOOL CAMPUSES. PARENTS SHOULD BECOME FAMILIAR WITH THE SCHOOL EMERGENCY DISASTER PLAN AND BE PATIENT AND UNDERSTANDING WITH THE STUDENT RELEASE PROCESS. PLEASE INSTRUCT YOUR STUDENT TO REMAIN AT SCHOOL UNTIL YOU OR A DESIGNEE ARRIVES. BECAUSE LOCAL TELEPHONE SERVICE MAY BE DISRUPTED, ALSO LIST AN OUT-OF-STATE CONTACT ON THE EMERGENCY CARD, AS CALLS MAY STILL BE MADE OUT OF THE AREA WHILE INCOMING CALLS ARE AFFECTED.

The decision to keep students at school will be based upon streets and connector roads to our school locations are safe and passable. In the event a natural disaster takes place during the time that students are being transported, students will be kept on the bus and the driver will ask for assistance through radio contact with the school and district personnel. Any child who is home waiting for the bus will not be picked up (if roads are impassable) and remains the responsibility of the parent or guardian. In the event a

natural disaster occurs in the afternoon, the driver will make every attempt to continue delivering the students to their homes. Should road conditions prevent the driver from delivering students to their home or to school in the morning, the students will be delivered to the nearest school site and that school will communicate with the home school to inform them of the students' whereabouts.

In case of a hazardous release event (chemical spill) near the school area, Shelter-in-Place procedures will be implemented to provide in place protection. All students and staff will clear the fields, report to their rooms, and all efforts will be made to prevent outside air from entering classrooms during the emergency. An "All Call" will go out via telephone, email, and text letting families know of the situation. Students arriving at school during a Shelter-in-Place drill or event should report to the school office or to a previously designated area at the school because classrooms will be inaccessible. When the dangerous incident has subsided, an all-clear signal will be given.

Please discuss these matters with your immediate family. Any planning that can be done ahead of time will help alleviate concern during emergencies.

Sincerely,

Principal School

APPENDIX 7 MASTER SCHEDULES AS OF 4/23/2021

Elementary School

7:45- 8:30	Planning/duties	Recess	Lunch
8:30 - 9:30	4th	1:25-1:55	11:35-12:05 PU11:35
9:30- 9:40	Transition		
9:40-10:40	3rd	12:20-12: 45	11:45-12:15 PU11:45
10:40 -10:50	Transition		
10:50-11:50	2nd	11:50-12: 20	12:20-12:50 PU12:20
11:50-12:20	Lunch		
12:20- 1:20	1st	11:00-11: 25	11:30-12:00 PU 11:30
1:20 - 1:30	Transition		
1:30- 2:30	Kindergarten	10:30-11: 00	11:15-11:45 PU11:15
2:30-3:30	Planning/duties		

Middle School

5th		6th		7th		8th	
8:40-9:30	Core 1	8:40-9:35	Core 1	8:40-9:35	Core 1	8:40-9:35	Electiv e
9:34-10:24	Core 2	9:40-10:35	Core 2	9:40-10:35	Electiv e	9:40-10:35	Core 1
10:26-10:5 6	Recess	10:40-11:35	Core 3	10:40-11:35	Core 2	10:40-11:35	Core 2
10:58-11:25	Lunch	11:40-12:15	Core 4	11:38-12:08	Lunch	11:40-12:35	Core 3

I			12:15-12:4					
ı	11:27-12:17	Core 3	5	Lunch	12:10-1:05	Core 3	12:38-1:08	Lunch
	12:21-1:07	Electives	12:45-1:05	Core 4	1:10-2:05	Core 4	1:10-2:05	Core 4
ĺ				Electiv				
l	1:11-2:05	Core 5	1:10-2:05	e				

High School

Monday –	Thursday	Friday	
	8:55 warning		8:55 warning
	bell		bell
1st Period	9:00 - 10:25	1 st Period	9:00 - 9:53
2 nd Period	10:30 – 11:55	2 nd Period	9:58 – 10:51
1st Lunch	11:55 – 12:20	3 rd Period	10:56 - 11:48
2 nd Lunch	12:45 – 1:10	4 th	11:53 – 12:45
		Period	
3 rd Lunch	1:20 – 1:45		
3 rd Period	12:00 – 1:45		
4 th Period	1:50 – 3:15		

APPENDIX 8 EMERGENCY RESPONSE DRILL LOG

School District

Date	TYPE OF DRILL	Comments
8/21/2020	Fire	HS
8/25/2020	Fire	MS A-Day
8/26/2020	Fire	MS B-Day
8/27/2020	Fire	ES
9/1/2020	Fire	ES
9/15/2020	Fire	MS
10/20/2020	Fire	MS A-Day
10/21/2020	Fire	MS B-Day
10/9/2020	Fire	HS
11/3/2020	Fire	ES
11/23/2020	Fire	MS
11/30/2020	Fire	HS
12/17/2020	Fire	MS
1/20/2021	Fire	ES
1/27/2021	Fire	MS
1/29/2021	Fire	HS
2/7/2021	Fire	ES
2/9/2021	Modified Lockdown	ES
2/11/2021	Modified Lockdown	HS
2/17/2021	Fire	MS
2/22/2021	Regular Lockdown	HS
2/23/2021	Modified Lockdown	MS
3/4/2021	Regular Lockdown	ES
3/9/2021	Fire	No Drill Closed for COVID-19
3/10/2021	Tornado	HS
3/10/2021	Tornado	MS
3/10/2021	Tornado	ES
3/17/2021	Fire	ES
3/23/2021	Regular Lockdown	MS B-Day

3/24/2021	Regular Lockdown	MS A-Day
3/25/2021	Fire	HS
4/8/2021	Fire	MS
4/21/2021	Fire	ES
4/23/2021	Fire	HS
5/5/2021	Fire	MS