



CRISIS MANAGEMENT PLAN

1.0 POLICY

Intent and Definition of Crisis Management

Intent - Crisis Management is a central component of comprehensive **College Safety**. The most important consideration in both Crisis Management and College safety efforts is the health, safety and welfare of the students and staff. A comprehensive Safe College Plan places a strong emphasis on prevention using strategies which range from building design to discipline policies and programs which improve College climate.

Definition - Crisis Management is that part of a school division's approach to school safety which focuses more narrowly on a time-limited, problem-focused intervention to identify, confront and resolve the crisis, restore equilibrium, and support appropriate adaptive responses.

Definitions

1. "Crises" shall include but not be limited to situations involving the death of a student, staff member, or a member of a student's immediate family by suicide, substance abuse, illness, or accident. The Dean shall have the authority to determine what is a crisis incident.
2. "Critical incidents" shall include situations involving threats of harm to students, personnel, or facilities. Critical incidents include but are not limited to natural disasters, fire, use of weapons/explosives, and the taking of hostages. Such incidents require an interagency response involving law enforcement and/or emergency services agencies.

2.0 CRISIS MANAGEMENT PLAN

Overview

Style Design College has developed procedures for dealing with existing and potential student and college crises. The Comprehensive Crisis Management plan includes Intervention Procedures, Crisis Response Procedures, and Critical Incident Procedures. Intervention Procedures provide a systematic process for identifying, referring, and assessing students who may be suicidal or represent a potential threat to others. Management gathers information from other sources, chooses a team member to interview the referred student, develops a plan, directs the student and family to appropriate help, appoints a case manager, and provides follow-up.

Crisis Response Procedures guide staff in responding to more frequently occurring crises such as deaths of students or teachers and other traumatic events which can affect the school community for days. These procedures are intended to be time-limited, problem-focused interventions designed to identify and resolve the crisis, restore equilibrium, and support productive responses.

Management uses crisis response procedures to help administrators:

- gather information;
- establish communication with the family;

- disseminate accurate information to faculty and students;
- intervene directly with students most likely to be affected;
- increase the available supportive counseling for students and staff; and
- guide students in helpful ways to remember the deceased.

3.0 CRITICAL INCIDENT

Critical Incident Procedures help the College personnel handle potentially dangerous events such as an armed intruder in a school and other life-threatening events.

Crisis Response Procedures

Intent

Crisis Response Procedures are intended to guide staff in responding to more frequently occurring crises such as deaths of students or teachers and other traumatic events which can affect the college community for days. These procedures are intended to be time-limited, problem-focused interventions designed to identify and resolve the crisis, restore equilibrium, and support productive responses.

Procedures for General Crisis Intervention

Unanticipated events, such as suicides, natural disasters, or multiple injuries or deaths, can quickly escalate into a catastrophe if not dealt with immediately and effectively. Knowing what to do if such a crisis occurs will minimize the chaos, rumors, and the impact of the event on the other students. As a reminder, for the purposes of this manual, crisis is defined as:

A sudden, generally unanticipated event that profoundly and negatively affects a significant segment of the college population and often involves serious injury or death.

The following procedures should be implemented if a crisis occurs.

Immediately Following Notification of Crisis

The college administrator or designee should implement the following procedures when the school is notified of a near-death or fatal crisis situation:

1. Tell the person providing the information not to repeat it elsewhere in the college. Explain the college's need to verify the information and have any announcement of the event come from the designated school administrator. If there is concern regarding the likelihood of compliance with this request, it may be useful to keep the reporting person in the office (or have that person come into the office if he or she called the information) until appropriate steps can be taken.
2. Tell office staff members NOT to repeat or give out any information within or outside college until specifically instructed to do so. Have them direct all inquiries to the administrator or designee until told otherwise. In schools using student office help, it may be useful to request that only adults answer the school telephone for the remainder of the day.
3. In case of reporting student death, verify the reported incident by calling the police liaison or coroner.

The timing of the notification of a crisis may alter the order of the initial steps taken. For example, if the college is notified in the morning, all procedures should be implemented on that day with emergency faculty meetings scheduled for lunch and after college time. If notification is received

at night or on the weekend, ask the person providing the information not to spread the information further until the situation is verified, and proceed with #3. Continue through the remaining general crisis intervention procedures, instructing office staff as appropriate (#2) the following college day.

Following Verification of Crisis

Once verification of a crisis has occurred, the administrator designee(s) must attend to the following:

1. Notify the Dean or other appropriate administrators of the event.
2. Assign members in the building to locate, gather, and inform closest friends of the deceased/injured and provide support. Pull this group together before the general announcement is made. If significant others are absent or out of the building, assure that a knowledgeable, supportive adult gives the news to them. With parent or guardian consent, have these absent students transported to the school if practical and appropriate.
3. Prepare a formal statement for initial announcement to the entire College. Include minimum details and note that additional information will be forthcoming. Also prepare statements for telephone inquiries.

Post-Traumatic Stress Reactions

Physical Cognitive Emotional

- Nausea, Slowed thinking, Anxiety
- Upset stomach, Difficulty making decisions, Fear
- Tremors (*lips, hands*), Difficulty in problem solving, Guilt
- Feeling uncoordinated, Confusion, Grief
- Profuse sweating, Disorientation
- Chills, Sadness
- Diarrhea, Feeling hurt
- Chest pain
- Rapid heartbeat
- Rapid breathing
- Increased blood pressure
- Headaches, Anger
- Muscle aches, Irritability
- Sleep disturbance, Feeling numb
- Difficulty calculating
- Difficulty concentrating
- Worry about others
- Seeing the event over and over, Wanting to hide
- Distressing dreams
- Poor attention span
- Startled
- Shocked

Medical Protocols

Medical protocols are developed by the Department of Health for all students whose medical conditions require or may require assistance of school personnel. Lecturers and other staff who work directly with these students are provided information about the condition and a protocol to follow. Conditions which are almost always present in the student population and may require assistance include asthma, allergies, diabetes, and epilepsy.

4.0 CRITICAL INCIDENT/EMERGENCY MANAGEMENT

Intent

Critical incidents and emergencies involve threats of harm to students, personnel, and/or facilities and require immediate and effective responses.

Identifying and Responding to Imminent Warning Signs

Unlike early warning signs imminent warning signs indicate that a student is very close to behaving in a way that is potentially dangerous to self and/or to others. Imminent warning signs require an immediate response. No single warning sign can predict that a dangerous act will occur. Rather, imminent warning signs usually are presented as a sequence of overt, serious, hostile behaviors or threats directed at peers, staff, or other individuals. Usually, imminent warning signs are evident to more than one staff member—as well as to the child's family.

Imminent warning signs may include:

- Serious physical fighting with peers or family members.
- Severe destruction of property.
- Severe rage for seemingly minor reasons.
- Detailed threats of lethal violence.
- Possession and/or use of firearms and other weapons.
- Other self-injurious behaviors or threats of suicide.

When warning signs indicate that danger is imminent, safety must always be the first and foremost consideration. Action must be taken immediately. Immediate intervention by school authorities and law enforcement officers is needed when a student:

- Has presented a detailed plan (time, place, method) to harm or kill others — particularly if the student has a history of aggression or has attempted to carry out threats in the past.
- Is carrying a weapon, particularly a firearm, and has threatened to use it. In situations where students present other threatening behaviors, parents should be informed of the concerns immediately. The College also have the responsibility to seek assistance from appropriate agencies, such as child and family services and community mental health.

School Threat Assessment Response Protocol

Procedures

The following procedure is separated into several sections in order to reflect those instances where a threatened act of violence may be received by specific individuals.

1. Any student, upon receiving information that a person is threatening to commit an act of violence, shall:
 - Assume threat is serious;
 - Immediately report the threat to a parent, guardian, school staff, administrator or law enforcement officer;
 - Be available and cooperative in providing a statement of information, with the understanding that the information source (student) will remain anonymous to the greatest extent possible.
2. Any parent or guardian, upon receiving information that a person is threatening to commit an act of violence, shall:
 - Assume threat is serious;

- Immediately report the threat to a school staff member, school administrator or law enforcement officer;
 - Be available and cooperative in providing a statement of information, with the understanding that the information source (parent or guardian) will remain anonymous to the greatest extent possible.
3. Any college staff member, upon receiving information that a person is threatening to commit an act of violence, shall:
- Assume threat is serious;
 - Immediately report the threat to a school administrator their designee;
 - Be available and cooperative in providing a statement of information, with the understanding that the information source (the staff member) will remain anonymous to the greatest extent possible.
4. Any college administrator, upon receiving information that a person is threatening to commit an act of violence, shall:
- Assume threat is serious;
 - Cause the student making the threat, if said student is on campus, to be immediately removed from the classroom and segregated into a secured area pending further investigation.
 - Immediately notify the designated law enforcement officer assigned to the college and provide the officer with complete information regarding the information received.
 - Require the college staff member, if this is the source of the information, to provide immediate written statements regarding the information received.
5. The designated law enforcement officer, upon receiving information that a person is threatening to commit an act of violence, shall:
- Assume threat is serious;
 - Immediately conduct an assessment interview of the subject making the threat.
 - The assessment interview will include at least one administrator .

NOTE: The primary purpose of the interview is to engage in an assessment of the available information, in an attempt to determine the veracity of the threat, in order to decide what level of follow-up action is needed and appropriate.

Suggested Procedures for Handling Fights in School Settings

- Walk briskly – don't run
- Get help along the way
- Assess and evaluate:
 - the size of students involved
 - any weapons that are involved
 - proximity of individuals who can assist
 - Recognize that there may be several subtle things going on simultaneously that are being tangibly expressed in the conflict.
- Dismiss the audience
- Identify yourself to the fighters
- Call the student by name
- Stay away from the middle of the conflict
- Remove glasses
- Give specific commands in a firm, authoritative voice
- Defer to rules, not personal authority
- Separate the aggressor and the victim
- Avoid physical force if possible
- Remove participants to neutral locations
- Obtain identification
- Get medical attention if necessary
- Describe incident in writing
- Debrief relevant lecturers
- Provide protection and support for victims
- Provide counseling – not simply the day after the event, but as long as necessary
- Report incident to law enforcement and other child serving agencies who may be serving the youngster

Lockdown Procedure

In cases of an emergency requiring lockdown, the following procedure will be followed by staff and students.

1. Dean or his designee will announce that a lockdown is in effect.
2. One of the secretaries will be directed to call 10111 and notify the police of our emergency and the need for immediate police assistance.

During the lockdown announcement, the administrator and Dean will lock the exit doors.

Lecturers and staff are to do the following:

1. Lock your door.
2. Tell the students that we have an emergency and you don't know what it is.
3. Get the students to go to an area of the room that is away from the door and away from the windows.
4. Have students stay there until an announcement is made.

Hostage Situations/Barricaded Captor

Overview

- A hostage situation is any situation in which a person or persons are forced to stay in one location by one or more individuals. Weapons are usually in the possession of the hostage taker(s) and hostages are threatened with some degree of bodily harm should they not comply with the directives of the hostage taker(s). Certain demands are usually made of outside officials in return for the release of the hostages.
- All hostage situations are dangerous events.
- A hostage taker might be a terrorist, fleeing felon, disgruntled employee (past or present), employee's spouse, drug or alcohol abuser, emotionally disturbed person, trespasser, and on occasion, a parent, student or citizen who is usually angry about some situation and decides to resolve it by taking hostages and making demands to achieve some resolution.
- Likewise, the dynamics of a hostage situation vary greatly and no two incidents will be the same.

Plan of Action: - Buildings

Upon notification of a hostage situation within any activity, event, school, or building under the control of the Jefferson County Public Schools, the following procedures should be implemented:

- **Dean:** The administrative head or designated individual will assume command of the situation until the arrival of the Police Department at the scene. Security officers should work closely with the Dean/administrative head/designee to ensure that this plan of action is safely achieved.
- **Containment:** Appropriate actions should be taken to isolate the hostage taker and the victims under his control. It is important that no additional individuals be exposed to the hostage taker.
- **Evacuation:** Using a pre-arranged signal, immediately evacuate the building and ensure that egress of students and personnel is done in a manner that they do not go near the area controlled by the hostage taker. All individuals should proceed to a prearranged location out of sight of the building so that the possibility of injury from gunfire is minimized. Students are to remain under the supervision of officials.
- **Re-entry:** Ensure that no individuals enter or re-enter the building.
- **Contact 10111:** Immediately have a staff member contact 10111 and give all available information to the dispatcher who will relay the information to the Police Department. Ensure that the caller remains on the line with Police dispatcher until police actually arrive at the scene. This will ensure that accurate, detailed information is relayed to responding officers and school officials can respond to requests of the police department.
- Upon response of the Police Department, control of the scene will be assumed by that Department.
- The Dean should maintain contact with the Police Department

It is important that the items such as building keys and detailed building plans be made available to the police department.

Important information such as camera and monitoring locations, hearing and broadcast devices, motion sensors, location of radios, availability of phones, *et cetera*, must be conveyed to the police department. Anecdotal information regarding the cause of the incident, identity of the hostages and hostage takers, and their location in the building is of great importance. The Dean and personnel who are knowledgeable of the building design need to describe the premises.

Fire Procedures

In the event a fire is detected within a college building, proceed according to the following plan:

1. Sound the **FIRE ALARM** by pressing the panic button located in the halls or in specific rooms.
2. Close all doors and windows, including any doors separating sections of the building and at stairwells to confine the fire.
3. Evacuate the building immediately to at least 300 feet from the structure and out of the fire department's operational area.
4. Make special provisions for handicapped students.
 - Specific persons, plus alternates, should be assigned to assist specific handicapped individuals.
 - Evacuate plans for the handicapped should be reviewed and practiced and periodically updated.
5. Initiate roll. Each lecturer should leave the room with the roll book to check student names. In order to avoid confusion, all student absences should be recorded.
6. Render first aid as necessary.
8. Keep access roads open for emergency vehicles.
9. Have fire department officials declare the area safe before allowing students/staff to return to Campus.

Assault by Intruder

Checklist

- Assess the situation.
- If continued danger, institute lockdown.
- Provide first aid.
- Question victim - make reasonable notes for potential court case:
 - description of assailant
 - report of events
- Contact police
- Complete police information for charges.
- Prepare a written memo for staff and parents.
- Schedule follow-up programs for staff and students.
- Call emergency staff meeting.

Specifics

1. Assess the Situation:

- Request police assistance when assailant(s) are outsiders.
- Determine the number of victims.
- Determine the amount of threat still pending - was this an isolated incident which is now over?
- Is there continued danger to the individuals already involved or to any other potential victims?
- Determine the need for first aid.

2. Move Others to Safety:

If the assailant has not been contained and continues to be a threat to others, institute lockdown.

3. Provide First Aid:

Provide first aid for victim(s) via trained staff member, or Ambulance service. Have someone at the entrance to meet and direct the ambulance staff to the victim and designate a staff member to accompany victim(s) in ambulance.

4. Question the Victim:

Make notes which can be shared with the police upon their arrival. These notes may be helpful in a court case.

5. Contact the Police:

Contact 10111

6. Notifications:

- The parents (or spouse) of the victim should be notified as soon as possible.
- Inform staff of situation as soon as possible.
- The students will be able to deal with the situation by being informed of the facts as soon as possible, rather than receiving their "facts" through rumors.
- After the crisis is over, the Dean may wish to arrange a special press conference to give the media the same information that has been shared with the parents.

Bomb Threat

Bomb Threat/Telephone Threats

The Dean must evaluate the seriousness of bomb threats or other disruptive types of demonstrations using input from all sources; then, the Dean acts in such a manner that reflects the best safety interests of those under his/her charge.

Bomb and other threats may be originated in writing, in person, over the telephone or related through a second source.

Basic Documentation - The individual taking the call should:

- Keep the caller on the line as long as possible.
- Notify principal/building director.
- Write down all the information obtained in the exact words. Use the record sheet immediately following these instruction pages; place copies of the bomb threat sheet at switchboard and other appropriate phone locations.
- Find out what time the bomb is due to go off.
- Document in writing, as soon as possible, other types of threat contacts including:
 - Specific time message is received.
 - Date and day of week.
 - Exact wording of message.
 - Estimation of sex, age, cultural background of person making call.
 - Make note of background noises, tone of voice.

Authorities to be involved:

Police

Do not re-enter building until authorized:

Alert staff of situation and implement building search procedure (see below).

Following the signal, the staff will conduct a thorough search of assigned areas as outlined below. If anything is found, it should not be touched in any way. Get a staff member to "watch it," while you report it personally to the Dean. Following the search, each staff member responsible for searching areas (all Lecturers and others) must inform the Dean that each area is clear.

- If the call could be real call 10111 immediately.
- Evacuate the building.
- Follow established Policy regarding return to the building.

Bomb Threat Report Form

Make numerous copies and keep them at switchboard or main telephone for immediate use by operator/secretary.

Questions to Ask Caller's Voice

1. When is bomb going to explode? Calm Nasal Angry Stutter
2. Where is it right now? Excited Lisp Slow Raspy
3. What does it look like? Rapid Deep Soft Ragged
4. What kind of bomb is it? Loud Clearing Throat Laughter Deep Breathing
5. What will cause it to explode? Crying Cracking Voice Normal Disguised
6. Did you place the bomb? Distinct Accent Slurred Familiar
7. Why? Whispered
8. What is your address?
9. What is your name? If voice is familiar, who did it sound like?

Exact wording of threat:

Background Sounds

1. Street Animal Noises
2. PA System Static
3. Voices Music
4. Motor House Noises
5. Local Office Machinery
6. Booth Long Distance

Threat Language

Time: Date: // Well spoken (educated)

Sex of caller:

Culture: Foul Irrational

Age:

Length of call: Taped Incoherent Message read by threat maker:

Disaster

Destruction of Part/Whole of Building
(e.g., bad storm, crash, bomb)

Checklist

Call 10111

Obtain information on extent of damage.

Evacuate using fire alarm or move students to safe areas in building.

Assign staff to supervise others in attending to injured.

Assign staff member to assist rescue personnel.

Arrange for dismissal of students.

Call emergency staff meeting.

Specifics

1. Call 10111 for immediate help.

2. Damage: Inspect extent of damage and injuries.

3. Evacuation:

If there is no danger outside the building, use fire alarm to evacuate building.

Safe Areas: Identify areas away from problem area and route to be taken by classes in going to safe areas. Designate which classes/groups of students should go to which area.

4. Attend to Injured:

Assign free adults to attend to injured, with one adult designated as "in charge."

5. Meet Rescue Personnel:

Have staff members direct rescue personnel to problem area and assist in providing access as needed by rescue personnel.

Fighting

Violence Between Two or More Students (Physical Fighting)

Goals:

- Safety
- Effective communication
- Mobilization
- Containment
- Assessment and follow-up

Prevention:

Have a clear operation plan and be familiar with that plan. Be alert to patterns of stress and agitation in students. Be familiar with information provided regarding managing a potentially dangerous person.

Intervention:

Intervening and managing physical altercations and/or fights require making a judgement call. There may be several goals at one time and individual circumstances will determine the priorities of your interventions. Interventions may include:

- Disperse the crowd and ensure the safety of the students.
- Call for help and assistance in managing the incident.
- Focus on diffusing the fight.
- Attend to medical needs.
- Be knowledgeable about intervening with individuals who are dangerous.

Postvention:

Assess the response and provide follow-up of situation.

Rape

When the college is notified that a rape has occurred to a student or staff member the College must protect the identify and right to privacy of the rape survivor and the alleged perpetrator. News of the incident should be contained as much as possible. Appropriate response by College staff will be directed at minimizing the fear of fellow students and quelling the spread of rumors. Services provided to the victim and her/his family should be kept confidential and should be coordinated with outside providers, such as a rape crisis team or hospital emergency room.

RAPE ONLY BECOMES A CRISIS TO BE MANAGED BY SCHOOL STAFF WHEN ONE OR MORE OF THE FOLLOWING CONDITIONS EXIST:

- A rape occurs on campus.
- A member of the rape survivor's family requests College intervention.
- The rape survivor's friends requests intervention.
- Rumors and myths are widespread and damaging.
- Students witness police action or emergency services response.

When one or more of the above conditions exists, the following should be implemented:

- Direct the person providing the information not to repeat it elsewhere in the college.
- If the rape occurred on campus, notify the appropriate law enforcement office and/or local rape crisis team.
- If office staff members heard the report, tell them not to repeat or give out any information within or outside College unless they are specifically told to do so.
- Provide space in the Campus for the rape survivor and identified peers to receive support services.

Vandalism

- Report all acts of vandalism to police.
- Photograph any willful and malicious destruction of school property (e.g., graffiti, broken windows, etc.).
- For minor damage, simply note the time, date, and type of damage for your records.
- Serious acts of vandalism may be hate crimes or gang-related.
- Clean up and repair the damage as soon as possible to avoid encouraging future acts of vandalism.
- Aggressively prosecute all vandals to convey that you will not tolerate this type of offense.
- Collect restitution by having the offender pay money or provide labor to clean and/or repair the damage he or she has caused.

Weather

Inclement Weather, Earthquake

Goals:

- Safety
- Effective communications
- Mobilization
- Containment
- Assessment and follow-up

Prevention:

Post and practice mobilization plan.

Intervention:

1. Dean alerts staff of impending situation. Call emergency numbers as needed
2. Evacuate classrooms according to plan; provide for handicapped.
3. Move students quickly and quietly to designated area, underground if available or interior hallways on first floor. Avoid windows, auditoriums, gyms, and any wide span or overhead structure. North and east walls are preferable to south and west walls. Sit in fetal position with face and head protected. Review “drop and tuck” command.
4. Get word to all students and staff who are outside
5. Check for and provide care for injured.
6. Account for all students/staff/others.
7. Determine status for safe return to classes or dismissal.

Postvention:

Assess the response and prepare follow-up of situation.

EMERGENCY TELEPHONE NUMBERS

Police	10111
Ambulance	10177
Fire Department	107
St. Augustines hospital	(031) 268 5000