



Jefferson City Public Schools

SAFETY & CRISIS PLANNING

Jefferson City Public Schools Crisis Management Plan provides the district framework for responding to various serious events involving students, staff and facilities of JCPS. During any emergency, the safety and security of students, staff and visitors is always paramount.

No one can predict when and where or what emergency will arise.

It is our obligation to be as prepared as possible. We owe it to our students, parents and our employees to be ready. That requires planning, awareness and response for a full range of natural or manmade disasters: severe storms, earthquakes, fires, chemical hazards, campus violence and other threats.

A current copy of the JCPS Crisis Management Plan with appropriate school/site addendum shall be kept readily available in all JCPS school's administrative offices and in all classrooms.

Crisis Response Team (CRT): The district must be well-organized in order to be effective. The organizational centerpiece of JCPS crisis response is the CRT. Crisis Response Teams are formed at the school and district level.

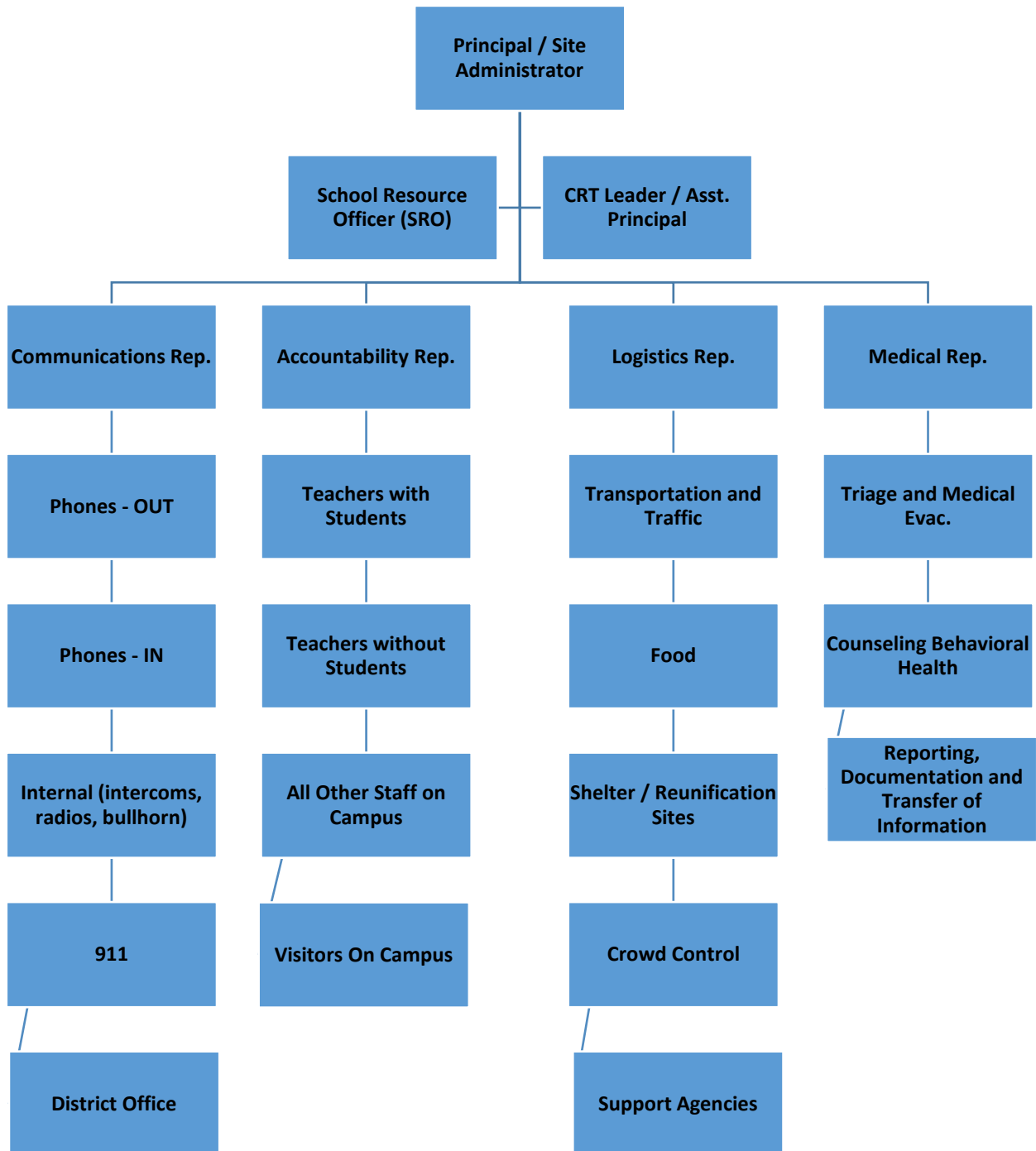
The JCPS sample organizational chart of a school-level CRT, below, emphasizes four core functions of school administration during an emergency event. Individual schools may choose to modify their organizational approach and individual assignments to fit their needs, capabilities and limitations. In any case, personnel assigned to specific functions must be trained to carry out those tasks.

Principals and their school CRTs will activate and occupy the crisis response center at the school level. Location of the CRT is determined by the principal to best meet the challenges of the situation. Naming conventions of a school's (incident command center, crisis response center, emergency operations center, etc.) is not as important as its functionality. Centers may be operated by the school and the district, as well as by local governmental response agencies - on-campus, off-campus or some combination of both - depending on the nature and location of the incident.



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Incident Command (IC) will be assumed by a principal upon activating a school CRT during any emergency or crisis on campus. All other district personnel will immediately assume pre-planned and/or designated supporting roles. Principals are responsible for maintaining safety, security and accountability at all times. Principals will pass command to appropriate responding agencies (police, fire, EMS [Emergency Medical Services], EMA [Emergency Management Agency], etc.) and comply with their incident command directives for the duration of an event.

School Crisis Response Teams (School CRTs) should be designated in advance, trained and listed in the school/site-specific addendum of the JCPS School Crisis Management Plan. School CRTs are tasked with assisting the principal in maintaining CALM (Communications, Accountability, Logistics, Medical Triage) as the situation warrants.

Typically, a school CRT will consist of principals, a school resource officer, school nurse, designated teachers, assistants, coaches, counselors, and other support staff such as receptionists, clerks, bookkeepers, cafeteria manager/workers, and the custodial staff. A CRT may also include adjunct members who can be called, as needed. Whatever the make-up of a school CRT, each member needs to know what part they are expected to play, and who the other team members are.

District Crisis Response Teams (District CRTs) may be located at the school (incident command) scene, at the district office or other locations as each situation dictates. Key members may include the Superintendent, Assistant Superintendents,

District Safety Coordinator, Director of Communications, and the Director of Maintenance. A District CRT may also include Director of Special Education, Cafeteria Director, RPS Nursing Supervisor, Director of Technology, etc.

Site CRTs should also be created for the district office complex, transportation department, and school/district events off-campus.

Other Governmental Agencies (OGAs): The District and School CRTs will coordinate with federal, state and county emergency management agencies, law enforcement, fire, rescue and ambulance services, as necessary. Their version of a crisis response team may vary from two officers to a fully staffed and equipped Emergency Operations Center (EOC).

It is important that the superintendent and school administrators understand the capabilities and limitations of local emergency responders. Principals should establish and maintain working relationships with area law enforcement and fire departments, as well as other agencies that can assist schools in prevention, intervention, and crisis management.

Non-Governmental Organizations (NGOs): NGOs such as the American Red Cross, Salvation Army, Parent-Teacher organizations and church affiliated groups can be of help before, during, and after a crisis. Integrating these groups into planning, training, and drills will maximize their benefit when they are needed.



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The myriad of possible events can create countless crisis response scenarios. While all situations will differ in details, they will all require a timely and decisive response typically involving some level of lockdown and/or evacuation. The matrix above is designed as a training aid in order to simplify the process of making right decisions during any crisis or emergency.

Some special situations require specific training or guidance, including earthquakes, tornados, and CBRNE (Chemical, Biological, Radiological, Nuclear and Explosive) events. These and other sudden calamities may call for more detailed direction to facilitate appropriate responses.

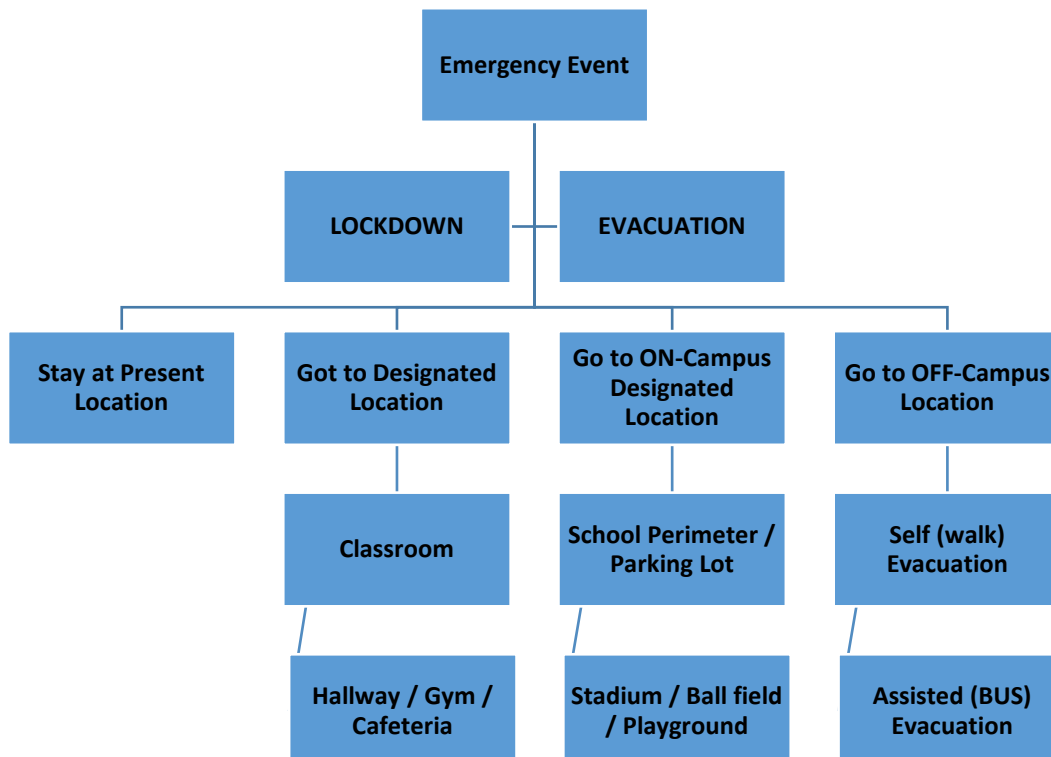
Training & Drills: Superintendent and/or District Safety Coordinator will promote awareness and training. Principals are responsible to ensure that students and staff are adequately trained for crisis response and drills are conducted in accordance with state guidelines.

District Policy Required Drills:

Fire (Evacuation)	7x Annual
Tornado	1x Per Semester
Earthquake	1x Per Semester
Lockdown/Intruder	1x Per Quarter

Don't forget to exercise your School CRT during drills. Drills are not just for students and teachers.

Crisis Response Decision Matrix





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School CRT Tasks

These CRT positions, their duties and functions were intentionally not assigned specifically to receptionists, secretaries, bookkeepers, counselors, etc. Schools are likely to have independent solutions. For example, some schools have several assistant principals to assign to key areas of responsibility; others may have only one. Some schools may have more flexible and capable staff in other areas. Campus configurations may also cause principals to make assignments differently. The key is to communicate the assignment of key leaders and their responsibilities to all involved.

Principal/Site Administrator is answerable for everything, but a principal cannot do everything. Principals have the responsibility for the total emergency response on campus, but tasks should be delegated through a Crisis Response Team in order for all of the functions to be accomplished in a timely manner.

Designate a substitute (assistant principal or key school leader) in the event that the head principal is unavailable at the time of an emergency. It is extremely important that all staff and students know who this is. The principal will:

- Designate key representatives of the School CRT in advance. Identify/recognize when a crisis occurs or an emergency situation exists.
- Determine the correct response (Administration Response Guide) Activate School-Crisis Response Team (CRT).
- Provide leadership for staff and students (who-what-when-where). Maintain control and accountability of students and staff.

CRT Leader: Principals can fulfill this role or assign it to a key staff member. CRT Leaders are tasked with supervising the crisis response center and communicate their status to the principal, help

secure buildings, coordinate CRT actions, assist as directed by the principal.

Communications Rep (C) will manage all available communications links and direct personnel who are assigned to help with communications. This function may involve several individuals. The communications rep must have delegated authority to direct all individuals assigned to communication tasks. Communication is crucial during an emergency situation. Also, consider methods for contacting members of the faculty and members of the crisis management team after hours. Also, plan for CRT /EOC located out of the building away from school phones, intercoms, etc.

Internal Communications: Intercom, School Radio, Bull Horn/Megaphone, Runners.

Phones – OUT: (School Lines, School Cell Phones, Personal Cell Phones, etc.), 911 Connection, District Office, Keep District CRT Informed, Request Assistance from District CRT, Parent Notifications.

Phones – IN: Communicate with parent callers.* report injuries and damage to the CRT leader or Principal. Coordinate communication between Principal, faculty and staff. Assist as directed by the Principal/CRT leader.

*Incoming phone calls during an emergency can be distracting and troublesome. Keep in mind that parents (of all personality types) may be rightly concerned about the welfare of their children who are in our charge. Answer all calls. Reasonable expectations of parents should be met when possible. It is not the time for long, involved explanations or conversations. Some information may not be known or permitted to share.



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School CRT Tasks *continued*

Phone calls should be brief and professional. Provide basic factual info (preferably from a briefing sheet). Example: "Yes, the school was placed in lockdown about an hour ago by the principal as a precaution due to a police action a few blocks from campus. Students are remaining in their classrooms and there is no apparent danger. Students may not be checked out early at this time. Regular student dismissal is on schedule for this afternoon. We have no other information at this time."

- Provide them with the location on or off-campus for parent access or assembly.
- Provide them with names of their point-of-contact if they arrive on campus, otherwise everyone will expect to speak with the principal.
- Provide directional signage, if time permits.

Accountability Rep (A) will ensure students, staff and any visitors are accounted for and administrative items are addressed. This function will involve several individuals. The accountability rep must have delegated authority to direct all individuals assigned to accountability reporting.

- Attendance report should be printed and/or obtained
- Bring and manage all student emergency contact and release information
- Class rosters may be printed and/or obtained
- Visitor Sign-in/out sheet should be accounted for
- Student Sign-in/out sheet should be accounted for
- Remember specific accountability concerns for students with special needs
- Teacher grade books/student rolls should be with the teachers. Student location(s): School, Classroom Teacher Reporting.

Logistics Rep (L) ensures shelter, transportation, food, water, and other needed resources are coordinated. This function can range from a veritable non-issue to a complicated and comprehensive challenge involving several individuals and organizations. The logistics rep must have authority and ability to work with the RPS Director of Transportation, Special Education, Cafeteria, and other support agencies on behalf of the principal.

- Shelter (especially during inclement weather)
- Transportation (pick-up, drop-off, evacuation routes, sites, etc.)
- Traffic Control (emergency vehicles, buses, student vehicles, parent vehicles, etc.)
- Food and water (on-site or off-site)
- Remember specific logistical concerns for students with special needs.

Medical Rep (M) will ensure immediate first-aid is being administered and a triage location is established. Work with accountability rep and keep principal informed of injured on-site and who has been transported off-site and where. Also, ensure special medical and behavioral needs and other physical handicap issues are being addressed.

School Nurse will:

- Report to the emergency scene or school CRT as directed
- Provide first aid services; establish triage and request assistance as needed
- Coordinate with responding emergency personnel
- Provide medical and evacuation info to principal's/site administrators
- Assist as directed by the principal



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District CRT Tasks

District CRT Tasks: Crisis response at the district level could involve a network of support for a single school, multiple schools or providing response to local, state or federal emergency management agency requests. Incidents and responses can vary. Key members of the District CRT should maintain basic capabilities as advisors to the superintendent in their areas of expertise and proficient performance of the assigned tasks below.

JCPS Superintendent is responsible for the overall safety and welfare of students and staff as well as the safe use and management of facilities at all times.

District Safety Coordinator (DSC) is answerable to the Superintendent for managing district planning, training and emergency response.

Assistant/Associate Superintendents are permanent members of the District CRT with the general support task of assisting the superintendent as directed. Each should also be prepared to act as superintendent during his absence.

Communications Director is tasked with the controlled release of appropriate factual information in order to communicate the district's message with the media and the public, including parents and district staff. Assist principals with school communications, as needed.

Special Education Director is tasked to ensure special needs are met during an emergency.

Cafeteria Director is tasked with ensuring food service needs are met during a crisis.

Maintenance Director is tasked with managing the capabilities and limitations of RPS facilities and equipment and providing support to principals.

Nursing Supervisor is tasked with advising the superintendent on medical issues and providing support to principals.

Technology Director is tasked with managing telecommunications, internet, and computer systems access and operability.

JCPS Resource Officers are tasked with immediate armed emergency response, coordinating with JCPS Administration, local law enforcement, and investigating incidents.

Each key CRT member should also select and train alternates to fill-in during periods when they are not available. Other ad hoc members may be added to the CRT as a situation requires.



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After Hours Emergency Plan: An emergency plan and advisor should be a part of all after hours activities (PTA/booster club meetings, outside agencies using school facilities) extracurricular events (ball games, concerts, plays, etc.) with public attendees. An emcee, public address announcer, an attending principal, coach or event sponsor should communicate the location of emergency exits at a minimum and explain procedures for an impending storm event (high winds, lightning, tornado, etc.):

For example: "Thank you for your attendance. Please familiarize yourself with the emergency exit closest to you. We are monitoring the weather. Should the need arise, we will direct you to the safest location."

Evacuation Plans should be posted in each building/classroom. This plan will be used for fire, bomb threat, explosion, loss of a building's structural integrity, hazardous materials, and other crises requiring evacuation.

Severe Weather: Thunderstorms and tornados will normally have accompanying high winds, rain, lightning, and occasionally, hail. In most cases, the National Weather Service will issue a Severe Storm Watch or a Tornado Watch or Warning.

Family Relocation Area: Parents should be allowed to assemble and obtain information about the welfare of their children during a crisis. Informed school officials should be present at this area to provide correct information to parents. When needed this area should be clearly designated by the site administrator/principal. Possible assembly area could be school gymnasium or other areas that could accommodate large numbers of persons, even a

section of parking lot. All assembly areas must be in a non-danger area. Remember to plan for security in any family relocation area.

Emergency Release of Students: Account for all students and staff prior to any dismissals. Check student emergency data for name of persons authorized to pick-up student and release student only to an authorized person. If in doubt, ask for identification. Complete a student release log.

Death (traumatic injury or attempted suicide) of a student or staff member at school:

- Principal will inform the faculty of the situation and releasable information.
- Faculty will supervise students and provide them accurate information at the proper time.
- JCPS Superintendent, building principal and Communications Director will control the release of any and all information. The family's wishes should be followed and a school liaison appointed by the principal should be in direct contact with the family.
- Any personal belongings should be removed and protected so that they can be returned.
- Dispel rumors and refer all rumors to the principal so that they can be addressed.
- Assemble the district's crisis counseling team so they can assist at the school.
- Refer students for counseling as needed.

continued



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If a student or staff member death occurs outside of school:

The principal should attempt to inform all faculty and staff members of the tragedy and schedule an early morning faculty meeting.

The principal should announce the death of the teacher/ student and the requisite facts of the death at the first opportunity of the day.

Crime Scene Management: The first order of business is the safety and security of students, staff and visitors on campus. If that has been fully accomplished, some effort can be expended to secure the scene if a criminal act is suspected or obvious. Only trained professionals should collect and preserve evidence.

There are steps that can be taken by people who are the first to arrive at the scene to help protect the evidence. School Resource Officers are trained by the Department of Education in securing any school crime scene.

Since school employees will be first at a school crime scene, it is recommended that a person from the school staff be designated to manage the crime scene prior to police arrival. This should be the School Resource Officer, Assistant Principal or other key leader.

The acronym "RESPOND" should help personnel remember how best to manage a school crime scene: **R**espond, **E**valuate, **S**ecure, **P**rotect, **O**bserve, **N**otify, and **D**ocument.

A law enforcement investigation does not absolve a principal or a district of the responsibility to investigate incidents from a school's perspective. Concurrent interviews, shared photos and other

acts of cooperation can help avoid duplication of efforts without interfering with one another.

Student witnesses could also be victims of trauma and should be treated accordingly. All student witnesses should be escorted and accompanied to a suitable area away from the EOC to be interviewed. Contact parents of student witnesses and maintain accountability until the law enforcement agency in charge releases them to their parents.

Summary: This JCPS Safety & Crisis Planning document is the foundational district policy for all matters of crisis response. When used in conjunction with standard operational procedures of the district, as well as local, state and federal requirements, we will ensure the safest and best possible environment for our students and staff.

The District Safety Coordinator will provide a Crisis Management Plan for principals to use. Principals will provide a school/site direction to address site-specific issues including but not limited to, floor plans, CRT assignments, contact numbers, and special directions for unique facilities, multi-story buildings, portable classrooms, and plans to mitigate distinct risks. School CMP will be reviewed annually accompanied with drills to practice specified crisis emergencies.