

Crisis Management Handbook

**Guidelines for School
Administrators**



IRVING
Independent School District

Crisis Management Handbook

Preface

Research on “Correlates of Effective Schools” has taught us that creating and maintaining a safe, secure environment for learning is the first imperative necessary for significant achievement gains to occur. Irving ISD staff members must take that charge very seriously.

Although most public schools are safe, the violence that has disrupted our neighborhoods, shopping malls and communities in general has also found its way inside the safe haven of the schoolhouse. So, while we know that public schools are among the safest places for children, we know we must also increase our vigilance in assuring safe passage for our youth at school.

The IISD *Crisis Management Handbook* has been prepared to assist all staff in planning for and managing a variety of crisis incidents when they occur. We recognize that crisis incidents can happen anywhere at any time, but the procedures listed in this handbook can help campus or department staff deal with incidents effectively. While crisis management measures offer no guarantee that the incidences will not occur, they do represent basic steps that can help reduce the impact of such occurrences.

We must remember the basic underlying concerns in managing a school crisis are the safety and welfare of human lives followed by attention to the preservation of the instructional day. It is imperative that IISD staff carefully review this handbook and follow its directives with appropriate planning and training.

Finally, we are most appreciative of the efforts of select staff, parents, business and community representatives, students and IISD board members in creating this life-saving document. It truly embraces the idea that a crisis is an event over which we often have little control, but we can control our response to the crisis.

Jack Singley
Superintendent of Schools

Introduction

Over the past decade an increase in school violence, teen suicides and homicides have characterized our schools nationally. These dramatic societal changes have increasingly posed new demands and challenges to the Irving Independent School District and the responsive services expected.

School administrators must be prepared to deal with a variety of crisis incidents from bomb threats to weapons on campus. Advance planning and communication are essential to successfully responding to these emergencies.

The effectiveness of handling a crisis is often based on the respondents' familiarity with established crisis procedures. This handbook is designed to provide guidelines, procedures and suggestions to aid the administrator when confronting a crisis. This handbook is not intended to provide an exclusive nor exhaustive list of crises or solutions.

During a crisis, no handbook or set of written instructions can substitute for the timely and prudent decisions of a campus leader.

The simple format of this handbook should assist the administrator in quickly assessing and managing a crisis. The handbook is made up of the following:

- Section I Overview of the District Crisis Management System**
- Section II Crisis Incidents and Suggested Procedures**
- Section III Crisis Plans**
- Section IV Resource Material**

It is not possible to plan for every crisis incident. However, by reading this handbook, being familiar with its contents, and being able to refer to it as a resource document, principals and their staff will become better decision-makers while ensuring a safe environment for our children.

Adopted by
IISD Board of Trustees
1999

Revised by
IISD Safety and Security Council
2002

**IRVING INDEPENDENT SCHOOL DISTRICT
CRISIS MANAGEMENT HANDBOOK
Guidelines for Administrators**

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Section I

Overview of the District Crisis Management System

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Goals and Objectives

The goal of the Irving Independent School District Crisis Management System is to outline a predetermined plan of action to respond to emergencies or disasters that may affect one or more schools. The crisis event may not occur in the school facility itself, but result from a community or national emergency that affects students and school personnel. The goal of the plan of action is to increase student safety and help return the school to its normal functioning level as soon as possible by diminishing the chaos and confusion. The plan also addresses the mental health needs of students and staff following a crisis.

The objectives of the Multi-hazard Emergency Operations Plan are to:

1. ensure district employees are trained in responding to an emergency;
2. provide for mandatory school drills designed to prepare district students and employees for responding to an emergency;
3. provide for measures to ensure coordination with local emergency management agencies, law enforcement, and fire departments in the event of an emergency; and
4. provide for a security audit, at least once every three years, of the district's facilities, with the results of the audit presented to the Board of Trustees.

Multi-hazard Emergency Operations Plan

Rationale

An emergency requiring rapid and cohesive response can occur at any moment of the day. As a result, school administrators, teachers, paraprofessionals, and others who daily attend to the duties of teaching students must be prepared to properly engage the steps needed to bring quick resolution to the emergency. A Multi-hazard Emergency Operations Plan (EOP) assists in this preparation by spelling out detailed plans designed to mitigate, prepare, respond, and recover relative to emergency situations.

Mitigation

The EOP outlines steps which help to lessen the impact of negative events on a given campus. From raising general awareness of the faculty and staff, as well as the student body, to giving specific response protocol steps to be taken in the midst of an emergency, the EOP is designed to help stakeholders mitigate events which lead to emergency situations.

Preparedness

Certain training for emergencies is mandated by TEC 37.108, and designed for both students and faculty/staff. This training ranges from fire drills, shelter-in-place, and evacuations, to tabletop crisis scenario training. All training prepares building occupants

to take immediate and appropriate responses to lessen the impact of an emergency situation.

Response

The EOP spells out exact response action steps for a number of emergency situations. This multi-hazard approach better ensures not only accurate steps to lessen the severity of a situation, but also helps to ensure that stability is returned to the campus in an expeditious manner. There may exist an emergency of such magnitude that district administrators may be called on to assist in the management and resolution of the matter. The Superintendent, or his designee in his absence, activates this response. (See Suggested Procedure, below.)

Recovery

Critical is the return to “normal” campus life and operations; appropriate response by campus staff will help ensure students have the opportunity to decompress and process emotional distress. Our district has instituted the CARE (Critical Action Response Effort) crisis teams, composed of professional staff members from Parent/Student Services, Special Education, Health Services, and counselors from nearby schools. This team provides the following services: individual crisis counseling, group support counseling, classroom visits, communication with parents and staff, attending funeral or memorial services, helping to facilitate community meetings, referral for students needing follow-up services, and consultation for the administrator. Again, their efforts are to help staff and students understand and recover from a crisis event.

Suggested Procedure

The nature of an emergency dictates specific response actions by district personnel and may require the activation of the central administration Emergency Operations Center. General procedures for such action would include the following:

1. Convene the following administrators to a predetermined location: Superintendent; Assistant Superintendents, Division Directors of Elementary and Secondary Teaching and Learning, Director of Facilities, and a representative from Public Information (the Director of Public Information will be at the site of the crisis.)
2. Dispatch the Administrative Assistant to the City of Irving Emergency Operations Center to facilitate communication between the two operation centers, should their center be activated and such facilitation requested.
3. Fulfill requests for food services, bus transportation, bilingual assistance, media interviews and press releases, additional nurses and crisis counselors, maintenance personnel or other services.
4. Keep the Board of Trustees informed. Permit Trustees to observe the operations of the Center.
5. Document all decisions.

6. Debrief with all administrators who participated in the event and were present at the site of the crisis after the emergency has been resolved. Debrief with city personnel.

Communication

Communication is the key to crisis management. Quick communication between and within the crisis teams and lines of authority is critical for timely response to an emergency. The Irving ISD crisis plan relieves the principal from making multiple calls to ask for assistance. The principal notifies the Security Department (972-261-5134) and perhaps 911 or the SRO for immediate emergency assistance. The Director of Security and Operations will notify other administrators who need to be informed in order to mobilize support for the campus. (See Section III for the District communication flow chart.)

Each campus crisis plan should address communication issues between the administration, crisis teams, students, staff and parents. Those affected by the crisis event need timely and accurate information to help them deal with the emotional impact. Memos, faculty meetings, and classroom discussions are appropriate means of dispensing information. Large assemblies or the public address system should be avoided. There is a danger that the crisis might escalate if communication is too limited or the need to discuss and process the information is not addressed. Situations can get out of hand when fear or anger spread and feed on rumors. Administrative and crisis team leaders must know what has occurred in order to make sound decisions. Also, parents and the community will be reassured when a direct and reliable school spokesperson releases consistent and accurate information. A fact sheet is helpful for this purpose. (A sample fact sheet form is located in Section IV.) It is important that communication with parents who speak a language other than English be offered information in the appropriate language, if at all possible.

Campus Crisis Plans

Predetermined decisions are invaluable for those required to respond quickly and effectively when a crisis occurs. It may be difficult to give thorough and careful consideration to crisis procedures during an emergency. Many general procedures and decisions can be made ahead of time to guide administrators who have crisis management responsibilities. Every school is encouraged to assign the task of developing a plan to members of an appointed crisis team. The crisis plan will be more effective if there are several people involved who will have a diversity of concerns and ideas. Although each school needs to write their own plan, there are some common strategies that can be used to fit most campus needs. (There is a sample campus plan form found in Section III.)

Plans should be reviewed and revised annually to be kept up-to-date. All staff members must receive orientation and be familiar with their school's crisis plan. The campus crisis team needs to know the assignments and regularly practice them. A tabletop exercise will be conducted annually to train the team.

School Resource Officers (SRO)

Our district employs the use of SROs at our secondary campuses. These police officers provide for the day-to-day campus safety and security of the campus community, and work in association with the Director of Security and Operations.

Section II

Crisis Incidents and Suggested Procedures

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Emergency Resource Numbers

Fire, Police, Ambulance	911
Security Department, IISD	972/261-5134
Animal Control Irving	972/721-2256
CARE Crisis Teams, IISD	972/273-6131
Child Protective Services	800/ 252-5400
Electric TXU Electric - Irving	972/791-2888
Civil Defense Irving	972/721-2600
Gas Company TXU Gas - Irving	1/800/233-2133
Hospitals Baylor Medical Center at Irving Parkland Hospital Children's Medical Center	972/579-8100 214/590-8000 214/456-7000
Poison Control	1/800/764-7661
Public Health Public Health & Environmental Services	972/721-2346
Runaway Hotline	1/888/580-4357
Sexual Assault Dallas County Rape Crisis at Parkland	214/590-0430
Suicide & Crisis Center 24 Hour/Crisis Line	214/828-1000
Water/Sewer Emergencies Irving	972/721-2411

General Crisis Procedure Checklist

- ___ 1. Determine the facts surrounding the crisis event and potential impact.
- ___ 2. Notify School Resource Officer (SRO) or Police/Fire #911.
- ___ 3. Notify Security Department, (972) 261-5134 to initiate the communication flow chart.
- ___ 4. Assemble and brief campus crisis team. Request that team members carry out pre-planned responsibilities.
- ___ 5. Assign someone to assist incoming support staff.
- ___ 6. Request services of the CARE crisis team.
- ___ 7. Designate rooms/space for counseling, media and crisis coordination.
- ___ 8. Determine what information will be shared and with whom.
 - ___ a. Statement(s) to the media (work with the Director of Public Information). See Media Guidelines in Section IV.
 - ___ b. Telephone message(s) to the public (use fact sheet in Section III)
 - ___ c. Memo to staff, faculty meeting
 - ___ d. Classroom discussions with students
 - ___ e. Letter to parents
- ___ 9. Debrief at the end of each day with all crisis team members (possibly mid-day on first day).
- ___ 10. Schedule additional planning sessions.
- ___ 11. Ensure follow-up support is provided.
- ___ 12. Plan for parent/community meetings.
- ___ 13. Document all activities and decisions.

GENERAL EVACUATION PROCEDURES

- _____ 1. Verify the emergency. Get accurate information before making a decision to evacuate unless the fire alarm has already been activated.
- _____ 2. Sound the fire alarm. Teachers and students will evacuate according to the school's pre-determined exit procedures that have been practiced during routine fire drills. Teachers should be trained to bring class attendance information and other items according to the school's crisis plan. Nurses need to bring critical medication.
- _____ 3. Contact emergency services (911). Describe the nature and location of the emergency. Notify the Security Department (972) 261-5134.
- _____ 4. Shut off the utilities.
- _____ 5. Meet emergency personnel and convey information about the nature and location of the emergency. Have multiple copies of the schools floor plan available.
- _____ 6. Provide first aid. Assist emergency personnel in locating injured persons. Record the name of anyone transported to a hospital. Dispatch a crisis team member to the hospital.
- _____ 7. Give assignments to the campus crisis team and request services of the district CARE crisis team. Keep the staff informed.
- _____ 8. Inform the parent when a child has been transported to a hospital. Provide the name, address and phone number of the hospital and describe briefly what has happened (fire, explosion, etc.) Do not give extensive details about the injury on the phone. Explain that the child's condition is not known but it appears that everything is being handled appropriately.
- _____ 9. Decide, with advice from the fire department, whether the building will be suitable for re-entry or students will need to be transported to a pre-arranged evacuation site.
- _____ 10. Arrange for transportation.
- _____ 11. Assign an administrator or crisis team member to stay at the school to assist emergency personnel and communicate with the principal and Emergency Operation Center (unless conditions are unsafe).

- _____ 12. Make arrangements for organizing students with the principal or director of the evacuation site before allowing students to enter the facility. A school administrator will remain in charge of the students. Consider need for lunches and snacks from food services.
- _____ 13. Set up a headquarters for administrators and crisis workers with communication capability. Set up a separate location for parents coming to the scene.
- _____ 14. Prepare a fact sheet for inquiries from parents. Respond to media requests for interviews with the assistance of the Public Information Director.
- _____ 15. Set up a system to check the identification of parents coming to the evacuation site to pick up elementary-age students. Release children only to a parent or guardian with legal custody.
- _____ 16. Debrief with the crisis teams.
- _____ 17. Send a letter home to all parents as soon as possible.
- _____ 18. Plan for follow-up services for students and staff.
- _____ 19. Log all activities and decisions.

GENERAL SHELTER-IN-PLACE PROCEDURES

- _____ 1. Verify and monitor the situation if warned by the Security Department or other sources that there is a possibility of external danger such as severe weather or hazardous material spill.
- _____ 2. Convene and brief the local campus crisis team.
- _____ 3. Alert teachers (but not students) that possible severe weather or another danger is approaching and is being tracked.
- _____ 4. Sound the pre-arranged alarm and begin sheltering-in-place when the monitor indicates the danger is imminent.
- _____ 5. Follow pre-determined procedures that designate safe areas on the lower floor away from the possibility of flying glass if the danger is severe weather. Do not shelter people in auditoriums, gymnasiums or other rooms with large roof spans. Instruct students to assume the "duck and cover" position.
- _____ 6. Take other steps if the need to provide shelter is the result of an external hazardous material spill. Close all exterior doors and windows. Shut down the main electrical power sources to close all ventilation. Turn off the main gas supply. Keep in contact with the fire department and follow their instructions for a possible evacuation.
- _____ 7. Ask teachers to tell the students why the principal is ordering the school to take these actions. This should be done in a calm and reassuring manner.
- _____ 8. Call 911 and prepare for emergency action (medical triage, evacuation, etc.) if the building is damaged or injuries are incurred. Follow the instructions of police and fire department emergency personnel.
- _____ 9. Contact the Security Department again with updated information. Request assistance from the Emergency Operation Center and the district CARE crisis team if needed.
- _____ 10. Keep teachers informed with current information. Ask them to share and discuss the events with their students.
- _____ 11. Respond to media inquires with the assistance of the Public Information Director. Prepare a fact sheet for office staff

to answer questions from concerned parents and the community.

- _____ 12. Set up a system to check the identification of parents of elementary students when they are allowed in the building. Release children only to a parent or guardian with legal custody if they come for their children before school is dismissed.
- _____ 13. Encourage upset students and staff to discuss the crisis with the counselors or CARE crisis team.
- _____ 14. Debrief with the crisis teams.
- _____ 15. Plan for follow-up services for students and staff if needed.
- _____ 16. Document all activities and decisions.

GENERAL LOCK DOWN PROCEDURES

- ___ 1. Verify and assess the situation.
- ___ 2. Notify the Security Department (972) 261-5134, 911 and the campus SRO for emergency assistance.
- ___ 3. Inform the staff through a pre-determined signal to move all students into the classrooms and keep them there until notified that the danger has passed.
- ___ 4. Convene the crisis team. Ask them to check the halls, restrooms and school yard according to the campus plan. Outside doors need to be locked and monitored.
- ___ 5. Bring all students who may be left in the hallways into the nearest classroom.
- ___ 6. Assign someone to meet and brief emergency personnel. Have multiple copies of the building floor plan available.
- ___ 7. Have teachers lock their doors, pull window shades and cover the door window if necessary and/or possible.
- ___ 8. Inform teachers what is going on, perhaps by email or telephone. Ask them to tell the students that they have been asked to stay in the classrooms because there is a dangerous situation in or near the school. Teachers should be calm and reassuring when answering questions. Then teachers should resume lessons or some structured activity.
- ___ 9. Remain available to the law enforcement and negotiators. Relinquish the school office to the tactical squad if requested.
- ___ 10. When emergency has passed, request assistance from the CARE crisis team to assist with upset students, staff and parents.
- ___ 11. Designate a location separate from the crisis headquarters for parents who may arrive at the campus. Set up a system to check parent identification for elementary-age students. Release children only to a parent with legal custody if students are permitted to leave prior to the normal dismissal time.

- _____ 12. Respond to media inquiries with the assistance of the Public Information Director. Prepare a fact sheet for office staff to answer questions from concerned parents and the community.
- _____ 13. Debrief with the crisis teams.
- _____ 14. Send a letter home to parents.
- _____ 15. Plan for follow-up services for students and staff.
- _____ 16. Arrange a community meeting if appropriate.
- _____ 17. Log all activities and decisions.

Crisis Incidents & Suggested Procedures

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Incident: Abduction

Recommended Steps to Follow

Witnessed

1. Notify the campus SRO or call the Police Department (#911). Inform the Security Department (972) 261-5134.
2. Identify the witnesses for the police. Ask them to give a description of the abductor and what they observed.
3. Notify the student's parents.
4. Ask the police what information could be released.
5. Meet with the Campus Crisis Team and request services of the CARE crisis team. Decide on a plan of action:
 - a. Inform the faculty. Advise teachers about sharing the information with students. Protect the victim's privacy concerning sexual molestation.
 - b. Visit classrooms if requested.
 - c. Provide support for close friends and siblings and other students who may need counseling services.
 - d. Prepare a fact sheet for parent and community inquiries.
 - e. Send a letter home to parents. Translate for non-English speaking families.
 - f. Prepare classmates to be supportive when the child is returned.
6. Work with the Public Information Director to release information about the incident to the media. Do not allow media access to students or faculty.
7. Make arrangements to check identification of parents who wish to take their child home before school is dismissed in the afternoon. Release students only to parents who have custody.
8. Hold a faculty meeting after school.
9. Debrief with the crisis teams.
10. Log all activities and decisions.

Not Witnessed

1. Verify that the student is missing.
2. Have the building searched. Ask the crisis team to search the immediate neighborhood if prudent.

3. Question the missing student's friends for additional information.
4. Notify the campus SRO or call the Police Department (#911). Inform the Safety and Security Department (972) 261-5134.
5. Notify the student's parents.
6. Follow steps #4-10 under **Witnessed**.

**Crisis Management Plan
Irving Independent School District**

Incident: Assault on Campus

Recommended steps to follow

Assisting the Victim

1. Determine the extent of personal injuries and provide first aid medical attention as needed.
2. Notify the campus SRO or Police/Fire Departments (911) and the Security Department (972) 261-5134.
3. Request transportation to a medical facility for additional medical care if warranted.
If the assault is a rape, ensure that a school nurse or counselor remains with the victim until the police arrive. Send someone to accompany the victim to the hospital.
4. Notify the victim's parents if the victim is a student and the spouse or family if the victim is an adult.
5. Inform staff by memo or faculty meeting. Protect the identity of the victim if the assault is a rape.
6. Work with the Public Information Director to release appropriate information about the incident to the media.
7. Communicate with parent groups and constituencies to reassure proper measures have been taken to ensure the well being and safety of the students.
8. Provide counseling for the victim and support for the victim's family. Be aware that witnesses may also need counseling. The CARE team may be called to assist.
9. Log all decisions and actions.

Managing the Alleged Assailant(s)

1. Detain the suspect until the police arrive.
2. Notify the parents if the alleged assailant is a student. Remove them from campus and request a conference.
3. Cooperate with the law enforcement agency to expedite their investigation. Provide all known facts as collaborated by witnesses and interviews.
4. Follow the Student Code of Conduct and administrative procedures regarding questioning of students and disciplinary action.
5. Provide guidance and support for the suspect's family. Involve the counselor for possible referrals.

Crisis Management Plan Irving Independent School District

Incident: Bomb Threat

Recommended steps to follow

1. Document the threat and record all pertinent information by using the Bomb Threat Report Form.
2. Push * 57 immediately on the same telephone line as the threat was made (note the time of call) and follow the recorded instructions to trace the call. Once the procedure is completed, call the campus SRO or the Police Department and the telephone number will be disclosed. Give police complete details of the incident.
3. Appraise the situation quickly, then survey the facilities to determine if a building evacuation is appropriate to ensure the safety of students and personnel. Note that dismissal or fire drill procedures may not be appropriate for all bomb threats.
4. Do not use cell phones, television remote controls, hand-held radios and pagers until after it is determined that no bomb is present. Use "runners" as a primary source of disseminating information. If the building is evacuated, electronic devices may be used past 1,000 feet from the building.
5. Notify the campus SRO or Police Departments (#911).
6. Inform the Security Department (972) 261-5134 giving complete details of the incident including all pertinent facts.
7. Log all decisions and actions.

Bomb Threat Checklist

MESSAGE GIVEN:

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 | ___ | Whispered |
| 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? | | | | |

If voice is familiar, who did it sound like?

8. Where are you calling from?

9. What is your name?

EXACT WORDING OF THREAT

BACKGROUND SOUNDS:

___ Street
___ Booth
___ Voices
___ PA System
___ Music
___ House noises
___ Motor
___ Office machinery

___ Factory machinery
___ Animal noises
___ Clear
___ Static
___ Local
___ Long distance
___ Other _____

Time: _____ Date: _____

THREAT LANGUAGE:

Sex of Caller: _____ Age: _____

Race: _____ Length of Call: _____

Number at which call is received

_____ - _____

___ Well spoken
(educated)
___ Foul
___ Irrational

___ Incoherent
___ Taped
___ Message read
___ Threat maker

REMARKS:

Incident: Bomb Discovered

Recommended steps to follow

DO NOT USE ELECTRONIC DEVICES

1. Notify the campus SRO and/or Police/Fire Departments (#911).
2. Isolate the area. Do not attempt to dismantle or remove the device.
4. If the fire alarm is used for evacuation, notify the Fire Department that there is no fire.
5. Inform the Security Department (972) 261-5134.
6. Evacuate the building in stages, starting with the rooms nearest the device. Follow evacuation procedures as stated in the campus crisis plan with the crisis team's assistance.
7. Re-enter the building only after being advised to do so by the Police or Fire personnel.
8. Work with the Public Information Director to release information to the media about the incident. Do not allow media access to students or faculty. Fill out a fact sheet for telephone inquiries.

9. Provide information to the faculty by memo or meeting. Ask teachers to inform the students.
10. If concerned parents arrive at the school to remove their elementary school-age children, make arrangements to check identification. Release students only to a parent who has custody.
11. Send a letter to parents.
12. Debrief with the crisis team.
13. Log all decisions and actions.

Crisis Management Plan Irving Independent School District

Incident: Bus Accident

Recommended steps to follow

1. Verify the report with the Police Department. Identify fatalities and injuries, extent of injuries, and the hospital(s) where the students have been transported.
2. Inform the Security Department (972) 261-5134.
3. Work with Transportation Coordinator to gather additional information about the accident.
4. Request assistance from the CARE Crisis Team.
5. Prepare a list of the injured student's parents and emergency phone numbers to give to the hospital.
6. Provide crisis counseling for students on the bus who did not require transportation to a hospital.
7. Inform the staff through a memo or faculty meeting. Ask teachers to inform the students and be sensitive to friends and classmates of the injured.
8. Work with the Public Information Director to release information to the media. Do not allow media access to students or faculty. Prepare a fact sheet for telephone inquiries. Send a letter home to parents at the end of the day
9. Visit the injured students at the hospital.
10. Debrief with the crisis team.
11. Plan follow-up counseling for students

Crisis Management Plan Irving Independent School District

Incident: Child Abuse

Recommended steps to follow

Accusation against someone other than school personnel

1. Do not attempt to verify the information or conduct any investigation.
2. Ensure that the first person who suspects the abuse or neglect makes a report to Child Protective Services (800) 252-5400 within 48 hours. Be sure the police department is notified if the child is in immediate danger.
3. Do not notify the parents.
4. Permit an interview with the student at school by authorized, properly identified officials.
5. Provide follow-up counseling when appropriate.
6. Log all decisions and actions.

Accusation against school personnel

1. Document what has been reported. Do not investigate or attempt to verify the information.
2. Notify the Personnel Department. Follow their instructions. The usual procedure is to place the accused on administrative leave with pay until the investigation is complete.
3. Report the accusation to the police department. If they choose not to investigate, report the incident to Child Protective Services (800) 252-5400.
4. Allow time for the employee to be interviewed by the police. Arrange for a substitute if necessary.
5. Give the police information so they may notify the parents.
6. Provide crisis counseling only after the child's (children's) statements have been taken and permission has been given by the police.
7. Work with the Public Information Director to respond to possible media inquiries. Do not allow media access to students or faculty.

8. Prepare for possible parent requests for information, assurance and action. Plan a community meeting if needed. Ask the police and administration for guidance on what information may be released.
9. Inform the faculty. Always use "alleged" or "allegation" regarding the accusation.
10. Log all decisions and actions.

Crisis Management Plan Irving Independent School District

Incident: Community Protest, Riot or Civil Disturbance

Recommended steps to follow

1. Identify the group and purpose of the protest. Hear their concerns.
2. Notify the campus SRO and/or the Police Department (#911).
3. Inform the Security Department (972) 261-5134.
4. Alert the Campus Crisis Team and the CARE Team Coordinator. Decide on a plan of action.
5. Warn the group that they are in violation of the law and are subject to arrest if they become disruptive. Ask them to discontinue their activity.
6. Do not allow disruptive persons to enter school property. If a protest group is already on the campus, request that the members vacate immediately. Assign staff to all building entrances to prevent further disturbances inside the facilities.
7. Advise teachers to keep classroom doors closed and locked.
8. Keep administrative offices locked, and files and records secured.
9. Work with the Public Information Director to prepare a statement for the media. Do not allow media access to students or faculty.
10. Inform the staff through memos or a faculty meeting. Prepare a fact sheet for possible telephone inquiries.
11. Prepare for community meetings that may be needed to respond to the demands or problems identified by the protesters.
12. Refer to Board policy for disciplinary action if students are involved in demonstrations, and create or threaten to create a substantial disruption in classes or school operations.
13. Prepare for additional emergency procedures if the situation escalates to actual physical harm, threats or damage to property.
14. Remain alert for further campus disruptions once order has been restored. Ask student leaders for input regarding controversial issues. Ask for community involvement in the resolution of concerns leading to the riot. Communicate with probation officers if any involved students are on probation.
15. Debrief with the crisis teams.
16. Log all decisions and actions.

Crisis Management Plan Irving Independent School District

Incident: Contagious Disease

Recommended steps to follow

Rumor

1. Contact the District's Health Services Department for information and directions as necessary.
2. Convene the Campus Crisis Team. Decide on a plan of action.
3. Decide on and execute a plan to disseminate information to dispel the rumors.
4. Meet with key student(s) individually or in groups, to show a unified stance on the issue.

Actual

1. Contact the Health Services Coordinator to obtain recommendations for a specific plan of action. Refer to the Health Services Manual for additional information.
2. Exclude a student with a reportable contagious disease from attendance until a) a physician attests to their recovery, b) the local health authority gives permission, or c) the appropriate time elapses and they are no longer contagious.
3. Meet with the Campus Crisis Team if the disease is serious.
4. Decide on an approach that will best address the particular situation using input from Health Services and the school nurse.
 - a. Meet with concerned parents to dispel any rumor and to provide accurate information and implications of the disease.
 - b. Respect any cultural differences and preference for privacy by some parents.
 - c. Prepare a fact sheet for telephone inquiries.
5. Work with the Public Information Director to prepare a statement for the media. Do not allow access to students or faculty.

Crisis Management Plan Irving Independent School District

Incident: Cult Activity

Recommended steps to follow

1. Verify any information with the help of the principal, counselors or appropriate local agencies.
2. Consult with the campus SRO and Police Department regarding the findings.
3. Photograph and remove any evidence or indicators of suspected cult activities.
6. Attempt to identify all students involved.
7. Inform parents or guardians of the student(s) involved, and share concerns.
8. Follow standard disciplinary procedures for any offenses committed such as defacement of property or secret societies.
9. Schedule a faculty meeting or workshop to educate school personnel about signs, symbols, what to look for, and how to identify students who might be involved in cult activity.
9. Request counseling assistance if drug involvement or suicidal ideation is present.
10. Log all decisions and actions.

**Crisis Management Plan
Irving Independent School District**

Incident: Dangerous or Irate Person on Campus

Recommended steps to follow

1. Check for identification and determine the legitimacy of the person's presence on campus.
2. Notify the campus SRO or Police Department (#911).
3. Inform the Security Department (972) 261-5134.
4. Utilize a combination of extreme politeness, courtesy and firmness to structure and de-escalate the behavior if the individual is identified as a parent or citizen with a legitimate reason to be on campus. If the person is coherent, listen to him/her and try to understand the concerns.
5. Do not permit a classroom or area of the building with students to be disturbed.
6. Have the person removed if the person cannot give identification or a legitimate reason for being on campus.
7. Initiate the lock-down procedures if the situation endangers the safety of the students.
8. Convene the crisis team. Decide on a plan of action.
9. If the situation was witnessed by students or staff, inform them of the facts once the situation is resolved.
10. Log all decisions and actions.

Crisis Management Plan Irving Independent School District

Incident: Death at School: Natural, Accidental, Homicide or Suicide

Recommended steps to follow

1. Notify the campus SRO and/or the Police Department (911). Assign someone to meet emergency personnel at the door.
2. Clear students from the area.
3. Inform the Security Department (972) 261-5134.
4. Request the assistance of the nurse assigned to the building.
5. Meet with the Campus Crisis Team and the CARE Team Coordinator. Decide on a plan of action.
6. Send someone to the hospital (if the victim is transported) to meet with the family and friends who may congregate there.
7. Hold an emergency faculty meeting as soon as possible to process feelings and plan for the anticipated reactions of students. Ask teachers to inform the students. Do not use the PA system or call an assembly for this purpose.
8. Provide counseling for students and staff, paying particular attention to those who witnessed the death, friends of the deceased, and persons with recent losses or a history of suicide threats or attempts.
9. Permit students to leave campus only with parental permission. Check identification if concerned parents come to the school to remove elementary-aged children.
10. Alert counselors at the schools in which siblings are enrolled.
11. Work with the Public Information Director to prepare a statement for the media. Do not allow media access to students or faculty. Prepare a fact sheet for telephone inquiries.
12. Determine the most effective method to inform parents about the death, what the school is doing and what reactions to expect from their child. Special postvention procedures may be warranted for memorials and support counseling if the death is a suicide.
13. Debrief with the crisis teams.
14. Plan follow-up counseling for students/staff as needed.
15. Log all decisions and actions.

16. Visit the home for a condolence call. Be careful to note the religious and social customs of the home when planning the visit.
17. Relay additional information (funeral arrangements, etc.) as it becomes available. Allow students to be released to attend the funeral with parent permission.
18. Ask the appropriate committee or personnel to coordinate memorials, cards or other expressions of condolence.
19. Attend the funeral. Be prepared to speak at the funeral if appropriate.

**Crisis Management Plan
Irving Independent School District**

Incident: Death of a Parent or Significant Family Member

Recommended steps to follow

1. Contact the family to gather information about the circumstances of the death, funeral arrangements, and needs of the child and siblings.
2. Communicate the appropriate information with students, faculty and other school personnel.
3. Visit the home. Be careful to note the religious and social customs of the home when planning the visit.
4. Attend the memorial or funeral service.
5. Prepare the classmates and student body to provide a supportive environment when the student returns to school.
6. Provide appropriate counseling services upon the student's return to school. Monitor any academic difficulties, behavioral problems, or depression that may be related to the family death.

Crisis Management Plan Irving Independent School District

Incident: Death Off Campus

Recommended steps to follow

1. Verify the information.
2. Inform the Security Department 972-261-5134. Request the services of the CARE crisis team.
3. Meet with the faculty and staff to give them the details of the death. Ask them to inform their students and to anticipate the students' age-appropriate reactions.
4. Work with the Public Information Director to respond to possible media inquires. Prepare a fact sheet to respond to telephone inquiries.
5. Provide counseling for students as needed.
6. Send letters to parents with information about the death, how the school is responding, and what reactions might be expected from their student. Invite them to contact the school counselor if they want assistance, or have suggestions about how the counselor might help their child.
7. Visit the home for a condolence call. Note the religious and social customs of the home.
8. Debrief with the crisis team.
9. Inform the staff about the funeral arrangements. Notify the appropriate committee or personnel to coordinate memorials, cards, or other expressions of concern.
10. Request assistance from the Personnel Department should substitutes be needed for those attending the funeral. Allow students to be released to attend the funeral with parent permission.
11. Plan follow-up counseling for student(s) and faculty/staff as needed.

Crisis Management Plan Irving Independent School District

Incident: Fire, Explosion, Plane Crash into Building

Recommended steps to follow

1. Verify the information. Sound the fire alarm. Evacuate the building immediately.
2. Shut off HVAC.
3. Inform the Security Department (972) 261-5134. Request the services of the CARE Crisis Team.
4. Convene the Campus Crisis Team. Decide on a plan of action.
5. Assist emergency personnel in locating any missing students or staff after teachers have checked their class roll. Provide them with multiple copies of the school floor plan.
6. Provide first aid as needed. Keep a list of all individuals who are transported to a hospital. Send someone from the school to meet the families there.
7. Transport students to a predetermined evacuation site, if the building cannot be re-entered.
8. Organize a headquarters at the evacuation site following the general evacuation procedures.
9. Provide information to the staff as frequently as possible and ask teachers to inform students.
10. Work with the Public Information Director to release information to the media about the incident. Do not allow media access to students or faculty. Arrange for a letter to be sent home to parents.
11. Debrief with the crisis teams.
12. Log all decisions and actions.

Crisis Management Plan Irving Independent School District

Incident: Gang Activity

Recommended steps to follow

1. Notify the campus SRO and/or Police/Fire Departments (#911).
2. Inform the Security Department (972) 261-5134.
3. Re-establish order with assistance from the available staff.
4. Assess danger, injuries, number of students involved, location of altercation, and presence of weapons.
5. Provide first aid to the injured students. Call paramedics if injuries require further medical attention.
6. Ask the witnesses to describe what led to the altercation.
7. Work with the Public Information Director to respond to media inquiries. Do not permit media access to students or staff.
8. Meet with the Campus Crisis Team, if needed. Decide on a plan of action.
9. Prepare plans to prevent retaliation or further campus violence.
 - a. Remove any graffiti on school property areas immediately.
 - b. Enforce the dress code policy in order to easily identify gang members.
 - c. Notify probation officers if any students involved are on probation.
 - d. Ask student leaders to recommend ways to resolve issues.
 - e. Facilitate discussion between gangs or ethnic groups.
 - f. Conduct workshops for the students and faculty around gang-related issues.
10. Ask parents of the students involved to come to school to discuss concerns leading to the violence. Follow disciplinary procedures to address any offense such as aggravated assault, possession of weapons, etc.
11. Reassure parents, students and faculty that appropriate steps are being taken to ensure safety.
12. Debrief with the Campus Crisis Team.
13. Log all decisions and activities.

Crisis Management Plan Irving Independent School District

Incident: Hostage Situation

Recommended steps to follow

1. Assess the situation for weapons, number of students involved, location, etc.
2. Notify the campus SRO and/or the Police/Fire Departments (#911). Have multiple copies of the building floor plan available for the police.
3. Negotiate to reduce the number of hostages immediately.
4. Evacuate students and faculty/staff from the affected area to a safe location or as instructed by the campus SRO or the Police Department. Remain available to law enforcement and negotiators.
5. Convene the Campus Crisis Team. Decide on a plan of action.
6. Initiate general lock-down procedures.
7. Inform the Security Department (972) 261-5134. Request the services of the CARE crisis team.
8. Work with the Public Information Director to release information about the incident to the media. Do not allow media access to students or staff. Prepare a fact sheet for telephone inquiries. Send a letter home to parents.
9. Keep the staff informed as much as possible perhaps by telephone or email and ask them to relay the appropriate information to their students.
10. Have an attendance roster available to use as a checklist when releasing elementary students after the situation has been resolved. Release high school students through the attendance office.
11. Provide counseling for upset students, staff and parents.
12. Consider holding a community/parent meeting.
13. Debrief with the crisis teams.
14. Make preparations with the counselors and crisis team for follow-up counseling with students and staff.
15. Log all decisions and actions.

**Crisis Management Plan
Irving Independent School District**

Incident: Injury to a Staff Member or Student on Campus

Recommended steps to follow

1. Determine the extent of personal injuries, and provide medical attention as needed.
2. Remove uninjured students from the accident site.
3. If necessary and injury warrants, transport to a medical facility for proper care and attention. Send someone from the school to the hospital with the injured victim.
4. Notify the employee's spouse or other person identified on personnel records and notification forms. Notify the parents if the victim is a student. Explain in a reassuring manner that the complete medical information on the condition is not known and will be given to them at the hospital.
5. Inform the Security Department (972) 261-5134.
6. Arrange for counseling of witnesses and close friends of the injured person if necessary.
7. Complete the injury report if it is an accident.
8. Provide appropriate information to the staff, faculty and student(s) to develop an environment of concern and support. Do not use the PA system for this purpose.

**Crisis Management Plan
Irving Independent School District**

Incident: Missing Person(s) or Runaway(s)

Recommended steps to follow

1. Check attendance records to see if the child has been dismissed for any legitimate reason upon notification of a missing student.
2. Convene the campus crisis team and decide on a plan of action.
3. Conduct a search of the grounds and school facilities to determine if the student is in another location on the campus.
4. Notify the campus SRO and contact appropriate authorities, emergency or law enforcement agencies.
5. Inform the Security Department (972) 261-5134.
6. Contact the student's parents to see if he/she is at home and left the campus with permission or authorization. Ask the parents to come to the school.
7. Cooperate with authorities to expedite the search and investigation procedures.
8. Communicate all pertinent facts to the appropriate faculty/staff to ensure an orderly operation of instructional activities.
9. Work with the Public Information Director to respond to media inquiries about the incident. Do not allow media access to students or faculty.
10. Ask for assistance from the CARE crisis team and arrange for counseling as needed if the missing person is injured.
11. Debrief with the crisis teams.
12. Log all decisions and actions.

Crisis Management Plan Irving Independent School District

Incident: Power Outage

Recommended steps to follow

1. Verify the loss of power.
2. Appraise the situation quickly, including surveying the facilities, to determine if a building evacuation is appropriate to ensure the safety of students and staff.
3. Notify district maintenance personnel for appropriate and immediate response to determine the proper action to correct the problem.
4. Inform the Security Department (972) 261-5134.
5. Meet with the campus crisis team, if needed, and decide on a plan of action.
6. Inform the faculty/staff and students of the loss of power by couriers or other communication means. All students should remain in their classrooms and wait for further directions from the office or building administrator.
7. Determine whether services can be promptly restored. If not, notification should be made as to the dismissal of classes following general evacuation procedures.
8. Work with the Public Information Director to release information to the media about the situation.
9. Arrange transportation for all bused students including special populations. This should be coordinated through the building administrator, Central Administration Office, and Transportation Services.
10. Inform the student body, teachers, and staff of the time frame for dismissal, and when school will resume again.

Crisis Management Plan Irving Independent School District

Incident: Suicide Off Campus

Recommended steps to follow

1. Verify the report of a suicide death with the Police Department or Medial Examiner.
2. Inform the Security Department (972) 261-5134. Ask for assistance from the CARE crisis team. Decide on a plan of action.
3. Meet with the faculty to communicate the facts about the suicide and allow for their expressions of grief. Explain school procedures and plans to effectively deal with problems within the school setting. Discuss possible age-appropriate reactions from the students. Ask the teachers to inform their students with assistance from the counselors and CARE team as needed. Do not make a public announcement or hold an assembly for this purpose.
4. Arrange for counseling for students and staff who are affected by the suicide. Be aware of students who have a history of suicide attempts or threats. These students need to be carefully monitored.
5. Work with the Public Information Director to respond to media inquiries. Send a letter home to parents.
6. Provide a debriefing session for the faculty at the end of the school day to discuss future needs and plans. Permanent memorials in the suicide victim's name are not recommended.
7. Debrief with the crisis teams. Decide on need of follow-up services.
8. Contact the deceased's parents in order to offer assistance and to determine additional needs. Ask parents if they would like to come to school for their child's personal belongings or would they prefer the items to be brought to them.
9. Attend the funeral. Plan to speak at the service if asked by the family. Allow students to be released with parent permission. Do not close the school during the day of the funeral.

Incident: Suicide Attempt On Campus

Recommended steps to follow

1. Request immediate assistance from the school nurse and the school counselor. If the attempt is a medical emergency, call 911 for the paramedics.
2. Clear witnesses from the area.

3. Assign someone to inform the parents and meet them at the hospital.
4. Provide for crisis counseling while waiting for the arrival of an ambulance or parents.
5. Ask parents to come to school to meet with the counselor if an ambulance is not needed. Refer the family to a community resource for further evaluation and treatment. Parents are responsible for transportation and expenses.
6. Ask the SRO to help secure transportation if the parents are not accessible. Do not allow the student to be unsupervised or sent home alone until parents are notified.
7. Inform the Security Department (972) 261-5134.
8. Provide counseling support for witnesses.
9. Formulate a re-entry plan with the student, parents and appropriate staff to address the needs of the student when the student returns to school after an absence for hospitalization or treatment. Seek input from the therapist.
10. Log all decisions and actions.

Incident: Suicide Cluster

Recommended steps to follow

1. Verify information with the Police Department, family or medical examiner after each suicide.
2. Follow guidelines under suicide for each death.
3. Work with the Parent/Student Support Crisis Coordinator to decide on a plan of action.
4. Assist in forming a task force of school and community leaders including representatives of the medical and mental health agencies to organize a community response plan.
5. Assure that all students with a suicidal history be monitored and supported by the counseling staff. Refer vulnerable students for additional counseling and treatment.
6. Work with the Public Information Director to respond to media inquiries.
7. Keep the faculty informed about plans and actions to prevent further suicides.
8. Provide suicide awareness sessions for all staff.

9. Arrange for a community meeting to educate the parents about suicide prevention, elicit their ideas to prevent additional suicides, and seek their support for the community task force plan.
10. Log all decisions and actions.

Crisis Management Plan Irving Independent School District

Incident: Terrorism/Anthrax Threat

Recommended Steps to Follow

1. Verify the information.
2. Remove everyone from the immediate area and isolate it. Relocate the personnel in the affected area to an isolated holding room.
3. Call Security (972) 261-5134. Security will contact the Irving Police Department and the SRO.
4. Have the HVAC to the affected area turned off.
5. Do not disturb evidence such as white powder substance with the mail.
6. Wash exposed skin carefully.
7. Convene the campus crisis team and follow instructions of the Irving Police Department regarding evacuation or shelter-in-place.
8. Inform the staff.
9. Follow the City emergency management protocol as directed by the Fire Chief if the substance proves to contain anthrax or other bio-hazard materials. The area will be decontaminated and cleaned by the HazMat Team. Affected persons will receive medical information from the Dallas County Health Department.
10. Return the area to normal after it is cleaned by custodial employees if the substance is tested and determined not to contain anthrax or other biohazard materials.
11. Work with the Public Information Director to prepare a statement for the media. Do not allow media access to students or faculty. Prepare a fact sheet for telephone inquiries.
12. Request the services of the CARE crisis team if additional counseling is needed.
13. Limit the younger grades to TV or news exposure.
14. Send a letter home to parents with information regarding the findings and directives.

15. Debrief with the crisis teams.

16. Consider holding a parent meeting.

17. Document all decisions and actions.

**Crisis Management Plan
Irving Independent School District**

Incident: Threat of Tornado, Severe Storm or Flood

Recommended Steps To Follow

1. Keep informed when severe weather is in the area.
2. Inform the Security Department (972) 261-5134 that the sirens in your area have been initiated.
3. Meet with the Campus Crisis Team and decide on a plan of action.
4. In case of a tornado warning, post trackers to observe. Tune the radio to a weather channel.
5. Follow general shelter-in-place procedures.
6. Move staff and students to safe areas; inner hallways, inside walls on bottom floor, or best available space away from windows. Bring everyone into the main building from the portables. Do not shelter persons in auditoriums, gymnasiums or other rooms with large roof spans.
7. Notify the Police and Fire Departments (911) if there are injuries or damage to the building.
8. Evacuate classrooms bearing the full force of severe straight line winds even if there is no tornado. Move to second floor or evacuate in case of flooding following instructions of the fire department.
9. Prepare for an emergency action (medical triage, evacuation, etc.) in conjunction with Police/Fire Departments if there are injuries or the building is damaged.
10. Ask for the services of the CARE crisis team to help counsel upset students and staff.
11. Keep a record of those persons who have been hospitalized or evacuated and where they have been taken. Send someone to the hospital to meet with the parents of injured students.
12. Work with the Public Information Director to release information about the incident to the media. Do not permit media access to students or staff.
13. Debrief with the crisis teams.

TORNADO OR SEVERE WEATHER **WATCH** means that conditions are right for severe thunderstorms capable of producing damaging winds and/or hail equal to or greater than 3/4 inch in diameter. More damage is caused from straight-line winds than tornadoes.

TORNADO OR SEVERE WEATHER **WARNING** means that a severe storm or tornado has been indicated by weather radar or has been sighted in the area. The city of Irving uses sirens for this purpose.

Crisis Management Plan Irving Independent School District

Incident: Toxic Spill

Recommended steps to follow

1. Verify the information about the incident.
2. Call Police/Fire Departments (#911), and ask advice on whether to evacuate or shelter-in-place.
3. Follow general procedures for shelter-in-place when instructed, and:
 - a. shut down the HVAC system, and close off the exterior ventilation sources.
 - b. turn off main gas supply.
 - c. close all exterior doors and windows.
 - d. set portable AM/FM radios to an emergency radio station, and monitor for additional information.
4. Follow general procedures for evacuation when instructed, and:
 - a. determine the direction of the prevailing wind.
 - b. prepare special needs students and personnel for evacuation.
 - c. evacuate the site using a crosswind route to avoid fumes.
5. Inform the Security Department (972) 261-5134.
6. Estimate the extent of injuries or potential physical danger.
7. Provide for emergency medical care.
8. Meet with the Campus Crisis Team.
9. Inform the staff of the situation and procedures to follow.
10. Keep a list of hospitalized and/or evacuated persons, and where they are located. Send someone to the hospital to meet with the families of injured students or staff.
11. Work with the Public Information Director to release information about the incident to the media.
12. If toxic release is from inside the building:
 - a. move the staff and students away from affected area.
 - b. close up and secure the affected area.
 - c. post warning signs at the entrance.
 - d. follow steps 1-11 above.
13. Debrief with the crisis team.

14. Log all decisions and actions.

**Crisis Management Plan
Irving Independent School District**

Incident: Undercover Police Work Disclosed

Recommended steps to follow

1. Meet with the Police Department to determine what information should be disclosed.
2. Inform the Security Department (972) 261-5134.
3. Call a faculty meeting. Instruct teachers to discuss only the information advised by the Police Department.
4. Solicit counselors' input and assistance to address any potential anger or resentment among the student body.
5. Work with the Public Information Director to respond to media inquiries. Do not permit media access to students or staff. Prepare a fact sheet for telephone inquiries.
6. Consider organizing a meeting of parents and concerned citizens to address the concerns of the community and school constituencies and to communicate the District's actions and policies concerning the incident.

Crisis Management Plan Irving Independent School District

Incident: Violent Behavior of a Student

Recommended steps to follow

1. Remove the student from class, by reasonable force if necessary, with assistance of an available adult. Contact the campus SRO or Police Department.
2. Place the student in a secure, secluded room for time out.
3. Assess the possibility of drug involvement.
4. Attempt to calm the student by listening and giving them the opportunity to express their opinion and view of the incident.
5. Document the events by interviewing the teacher and any witnesses to determine the exact cause of the incident.
6. Inform the Security Department (972) 261-5134.
7. Contact the parents. Describe the student's behavior and detail the action by the school administration in accordance with the Student Code of Conduct & Discipline Management Plan.
8. Notify Special Education Department if the student is handicapped.
9. Discuss the event with the students in the classroom, and command appropriate behavior and consequences for such conduct.
10. Log all decisions and actions.

**Crisis Management Plan
Irving Independent School District**

Incident: War or National Emergency

Recommended steps to follow

1. Verify the information, and gather facts.
2. Share the facts with the faculty/staff via memo or a meeting.
3. Allow secondary classes to view the information first hand. Younger students should be informed by summary statements by the teacher, administrator or counselor.
4. Discuss what has happened with the students in small groups, such as a classroom, encouraging them to share their emotional reactions to the tragedy. Expect emotional reactions to vary with age and temperament.
5. Provide counselors to visit with those needing assistance.
6. Work with the Public Information Department Director to release information about how students and faculty/staff are reacting to the news of the national emergency and any planned school actions. Prepare a fact sheet for telephone inquiries and consider sending a letter to parents.
7. Consult with the staff to identify and deal with any problems they are witnessing.

Crisis Management Plan Irving Independent School District

Incident: Weapons

Recommended steps to follow

Possession/Exhibition of a Firearm or Other Weapon

1. Instruct teachers and other students not to attempt to approach or confront the individual reported to have a weapon.
2. Ask the campus SRO to isolate the student and confirm the allegation of a weapon.
3. Confiscate the weapon.
4. Notify the Police Department (911). The student should be taken into custody.
5. Notify the parents.
6. Initiate the appropriate disciplinary actions according to the guidelines established in Board Policy (Student Code of Conduct & Disciplinary Management Plan).
7. Inform the Security Department (972) 261-5134.

Gun Discharged

1. Notify the campus SRO and/or call Police/Fire Departments (#911).
2. Inform the Security Department (972) 261-5134.
3. Confiscate the weapon. The student will be taken into police custody.
4. Expel the student for the remainder of the school year.
5. If there are no injuries:
 - a. Remove all students from the area.
 - b. Inform the school crisis team and counseling services of the incident.
 - c. Secure CARE team counseling services as needed.
6. Follow guidelines for injuries if there are any.
7. Work with the Public Information Director to respond to media inquiries. Do not permit media access to student or staff.
8. Log all decisions and actions.

Section III

Sample Format of a Campus Safety and Crisis Plan Page 79

Insert Your School Crisis Plan Here

IRVING INDEPENDENT SCHOOL DISTRICT

Name of School

Name of Principal

Date _____.

***LOCAL CAMPUS
SAFETY AND CRISIS PLAN***

Prepared by: _____

LOCAL SAFETY AND CRISIS MANAGEMENT PLAN

TARGET: To establish a local safety and crisis team.

STRATEGIES:

1. Who are the team members and what are their assigned roles and responsibilities? Be flexible in determining which functions best fit the needs of your school and your personnel resources.

Name	Responsibilities
1.	
2.	
3.	
4.	
5.	
6.	
7.	

2. Who are the backup people for key members in case of absence?

LOCAL SAFETY AND CRISIS MANAGEMENT PLAN

TARGET: To have a prepared plan for sharing information during a crisis.

STRATEGIES:

1. District personnel to contact

Name Security Department Phone (972) 261-5134

Name _____ Phone _____

Name _____ Phone _____

Name _____ Phone _____

Name _____ Phone _____

2. How will the staff be informed and the plan be activated if the event has taken place before or after school hours?

3. What warning system will be used if there is an emergency during school hours?

4. What are the plans to keep the parents and community informed?

5. What mechanism is there for disseminating information to the staff during school hours? How will this vary with different types of crises?

6. Other plans for communication and sharing information during a crisis such as responding to media inquiries.

LOCAL SAFETY AND CRISIS MANAGEMENT PLAN

TARGET: To utilize the building in an efficient manner in the event of a crisis.

STRATEGIES:

1. What provisions have been made to orient emergency workers to the building's layout? List all hazardous materials/chemicals and storage locations on campus (e.g. cleaning fluids, chemistry lab, art classroom storage, etc.) Attach copy to crisis plan.

2. Which rooms will be designated for individual and/or group counseling?

3. Where will a command post/crisis coordination headquarters be located?

4. Where will the media be accommodated?

-
5. Where will parents be asked to wait if they come to take their children home?

6. Other.

LOCAL SAFETY AND CRISIS MANAGEMENT PLAN

TARGET: To make provisions for special populations.

STRATEGIES:

1. What special needs would students or staff with disabilities have during a crisis?

2. What provisions have been made to meet these needs?

LOCAL SAFETY AND CRISIS MANAGEMENT PLAN

TARGET: To maintain a safe environment for students and staff.

STRATEGIES:

A. NEEDS ASSESSMENT (incidents from previous year)

1. How many students were identified as having violated the district drug policy?

2. What evidence of gang activity was identified in or near the school?

_____ Graffiti _____ Increase in truancy

_____ Students wearing gang related clothing or colors

_____ Increase in number of racial incidents

_____ Drive-by shootings _____ Use of pagers, cell phones

_____ Other (please specify)

3. How many weapons were removed from students? _____

4. How many assaults/physical altercations occurred on campus?

_____ How many resulted in injuries to

staff or students? _____

5. How many incidents of vandalism or theft? _____

6. Compare the number of the following incidents requiring disciplinary action to the previous year.

_____ truancy _____ expulsion

_____ removal to alternative campus

_____ in-house suspension _____ other

-
7. How many suicide threats, attempts or completions were reported to Parent/Student Services? _____
 8. How many child abuse cases were reported to Child Protective Services or the Irving Police Department? _____
 9. How many student or staff accidental injuries occurred? _____

B. PREVENTION MEASURES

1. Identify physical barriers and suggestions for altering the facility that would improve safety (i.e. lighting, fences, locks, cameras, etc.)

2. What other safety measures are in place or planned, such as limiting access to the building, identification system, or improving quick communication?

3. What arrangements are in place or planned for dispute mediation and conflict management between individuals or groups?

4. List safety topics addressed at faculty meetings or staff development. What safety training has faculty received for preventing assaults?

5. What efforts are being made or planned to address youth violence and gang activity?

6. What suicide prevention measures are in place or planned?

7. What educational efforts have been made or planned to assist faculty in recognizing child abuse or other forms of victimization?

8. Is there a no-bullying curriculum used? _____ If yes, how many students receive or will receive this instruction? _____

9. Is there an anger management curriculum? If yes, how many students receive or will receive this instruction? _____

10. What is the evacuation plan in case of emergency? What system will be followed to reunite young children with parents?

11. What efforts have been made or are planned to involve parents in cooperative efforts to reduce the potential for crises?

12. List any additional safety strategies.

LOCAL SAFETY AND CRISIS MANAGEMENT PLAN

TARGET: To utilize community resources to prevent and resolve crises in schools.

STRATEGIES:

1. Identify community leaders who could assist your school in creating and maintaining a physically safe and emotionally positive school environment.

2. Identify community resources that are available to assist your school in reducing the traumatic effects of loss and devastation following major crises.

Section IV

Resource Material

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Sample Letter After a Fire

Date

Dear Parents:

As you probably know, a fire struck J.B Smith Middle School yesterday at 11:35. Fortunately, no one was injured in this four alarm fire. The fire started in an electrical closet. The alarm sounded immediately and we evacuated students. Students exited the building away from the smoke and flames. The fire soon spread through the ceiling to the science wing and the 8th grade hallway.

The Irving Fire Department responded quickly as did the Irving Independent School District Security Department. Smith Middle School students were led to the nearby Pierce Early Childhood Center to maintain a secure distance from the smoke and emergency vehicles stationed around Smith. Security personnel were stationed at Smith to direct parents to Pierce. The 8th grade hallway and the science wing are a total loss.

Many students missed lunch yesterday due to the timing of this incident. Students were not allowed to return to their lockers to retrieve personal articles due to the unsafe conditions that existed at Smith Middle School well into the night. We apologize for the inconvenience.

Smith Middle School students will resume classes on Monday, August 3. We will hold an assembly in the gymnasium to announce the relocation of classes throughout the building. We anticipate construction will begin immediately to repair the damaged portions of the building.

We are saddened by the damage done to our building by the fire but thrilled that no one was injured in this disaster. All of our planning and precautions paid off yesterday. The students knew exactly how to respond to this emergency situation and are to be commended for maintaining a calm demeanor.

If you have any questions, please do not hesitate to contact me at (972) 333-4545.

Sincerely,

Mrs. Betty Toast
Principal

Sample Letter after an Assault

Date

Dear Parents:

We would like to make you aware of an alleged assault on a student which took place recently outside of school but within our immediate area. The perpetrator was described as being an older white male with long blonde hair and beard with brown eyes. He was approximately 5'9" to 6' tall. The man was dressed in a white t-shirt without sleeves and faded jeans. We are relieved that the student is doing fine and was not seriously hurt but any incident such as this can be upsetting.

We are always concerned for the safety of our students and encourage parents to be extra cautious at this time. We suggest that you are aware where your children are at all times and monitor their outside activities. It is also a good idea for them to travel in groups. If you have information regarding this incident, please contact the Irving Police.

Sincerely,

Mrs. Barbara Blevens,
Principal

Sample Letter after a Homicide

Date:

Dear Parents:

The school is deeply saddened by the death of Mrs. Harriett Morrison, one of our fourth grade teachers. Mrs. Morrison had been a member of our faculty for seven years. We will miss her. She was found in her home over the weekend and the police suspect the cause of death was homicide. We have no additional information to give you about the shocking event of her death at this time.

Your child's class had the opportunity to talk to a counselor from the CARE crisis team today about our loss. You may expect your child to want to talk to you about his or her feelings when they get home from school. As difficult as it is, talking about feelings will help them deal with the death.

The funeral will be on Tuesday, September 19 at 11:00 a.m. at the St. Rita's Episcopal Church, 6720 Webster. Smith and Johnson Funeral Home, 1802 North Washington, is in charge of the service. We encourage you to accompany and support your child if you want him or her to attend the service. The school office needs a written note from you in order for us to release your child from class.

Please telephone the school counselor if you would like further help or assistance.

Sincerely,

Mrs. Marilyn Brown
Principal

Sample Letter after a Gun Was Found

Date:

Dear Parent/Guardian:

An unfortunate incident occurred yesterday at J.B. Smith Middle School. A student brought a handgun into our building. It was concealed in his backpack and he allowed other students to view it in his locker. Several students came to the office and notified an administrator.

The administrator and school resource officer acted immediately and searched the locker. The handgun was seized and taken to the office. The student who brought the handgun to school is being processed according to the Student Code of Conduct of the Irving Independent School District for this serious infraction.

The faculty, staff and administration at J.B. Smith Middle School regret any concern that this incident may have caused you or your child. We take pride in operating a safe school. We commend the students who notified the office of the serious infraction as soon as they knew. They will be rewarded with a Crimestoppers monetary reward for their actions.

Counselors will be available to discuss any concerns you or your child may have. We cannot always prevent misconduct at school but we can deal with it in an effective, proactive manner. It takes all of us to create a safe school environment.

Please call (972) 721-3100 if you have any further questions or comments.

Sincerely,

Mrs. Cynthia Garcia
Principal

Sample Letter after a Suicide

Date:

Dear Parents of Westview Students:

The Westview Middle School community was saddened to learn of the reported suicide of one of our students. The death of any young person is a loss which, in one way or another, affects each of us. The tragic circumstances of John Smith's death are perhaps more shocking and more difficult to accept.

We have asked the assistance of the CARE crisis team to help our school community deal with this loss. We are doing everything we can to help your child and our staff through this tragic experience. You may anticipate more questions and a need to talk about the suicide at home.

John's funeral will be held at Grace Baptist Church, 428 Elm Street, on Thursday at 10:30 a.m. Your child may be excused from school to attend the funeral with written permission from you. We encourage you to make arrangements to accompany him or her. You will need to provide your own transportation. The school will remain open for those students who choose not to attend the funeral.

John's classmates and teachers have decided to receive donations in his memory and will make a contribution to the Crisis Center. Please contact the school office at 823-1000 for information.

If you have any concerns regarding your child's reactions to this loss, Mrs. Jones, the school nurse, and Mr. Johnston, the school counselor, will be available to assist you.

Sincerely,

James Decker, Principal
Westview Middle School

Sample Memo after a Suicide

Date:

To: Westview faculty and staff

From: James Decker, Principal

Subject: Suicide of John Smith

We are asking you to discuss the death of John Smith, an eighth grade Westview student, with your class at the beginning of school. Smith students will already be aware of his suicide from the 10:00 p.m. news on TV last night. Others will be learning of his death from you. I recommend that you give your class an opportunity to hear the following facts from you first, and then give them time to ask questions and discuss their feelings. You can expect some students to be angry and upset as well as sad. Please be sensitive to their feelings.

John died last night at 8:00 p.m. after hanging himself in his closet with a rope. He was discovered by his father and rushed by ambulance and paramedics to the emergency room of the county hospital where the trauma doctors and nurses were unable to revive him. He did not regain consciousness and died one-half hour after he arrived. The medical examiner has ruled his death a suicide. His parents would like you to know that they have donated some of his body organs so others may have a chance to live. We do not know why John chose to kill himself. Unfortunately, he did not realize what other options were available to help him with his problems. His solution was permanent and irreversible.

Students may be excused from classes for John's funeral if they bring a written excuse from a parent. Funeral arrangements are still pending. We will give you that information when we receive it. The family will be at the funeral home tomorrow evening if anyone wishes to pay his or her respects and extend sympathy. Some students may wish to make a donation to the Crisis Center in John's memory. A box is placed in the office for the collection of donations or any notes written to John's family.

The CARE crisis team will be in the school building throughout today and the rest of the week. If you wish some assistance in discussing John's death with your class, a team member will come to your classroom. Please identify any student you think needs further help in dealing with this tragic event and send him or her to the counselor's office.

Today may be a very difficult one for you as well as our students. A crisis team member will be in the teachers' lounge if you wish to talk further about the suicide.

Sample Memo after an Injury on Campus

Date:

To: Southlake Elementary faculty and staff

From: Wendell Connor, Principal

Subject: Accident on campus

We have had a serious injury of a student in one of the third-grade classrooms early this afternoon. You may have heard the commotion and seen emergency personnel enter the building. Your students may be anxious and upset. Please only tell them there has been an accident and the police and firemen are here to help. Encourage them to express their fears and scary feelings. The sirens and ambulance may remind them of other accidents in their neighborhood or home. Reassure them that there is no danger to them.

Do not permit students to enter the south hallway at this time. Exit the building and re-enter through the west entrance to reach the cafeteria or gym. If your classroom is located in the south wing, remain in class until you receive further notice.

We will identify the student for you after the family has been contacted and will give you additional information as soon as it is available. There will be a faculty meeting in the media center at 3:35 p.m. with the CARE crisis team. Please plan to attend.

Suggestions for Debriefing

Debriefing during and after a crisis event allows the crisis team to process experiences. The purpose is not so much to gather information or to interrogate as it is in a military sense, but to be able to vent feelings, bolster morale, prevent burn-out, and foster teamwork.

1. Set a short debriefing session at the end of each day and again when the crisis seems to be resolved. A crisis situation is most intense soon after the event or when people first learn about it. A meeting may be called at mid-day on the first day. Having lunch together would be a good time to relax and do some sharing.
2. Give each participant an opportunity to describe the activities of the day. What was the role of each in containing and resolving the crisis?
3. Allow stories to be told of personal tragedy and grief. Repeating the stories helps crisis workers deal with the trauma. Remember, the crisis team members will also be impacted by what is seen, heard, and felt.
4. Explore what team members need from each other to make their jobs go more smoothly.
5. Review what went particularly well, compliment and praise. Crisis work is a strain on the team members. People will be tired. Acknowledge their efforts and thank them.
6. Decide where the problem areas were and how they can be corrected now, or avoided in the future. Team member's responsibilities may be changed, or the crisis plan itself revised based on this new information.
7. Provide for follow-up services for those affected the most. Traumatic experiences can result in post-traumatic stress, or have a continuing influence on a child's vulnerability to psychological problems.

News Media Guidelines

Since the first priority of the principal is to address the crisis incident at the school, the Security Department will notify the Public Information Director who will arrive at the school to work with the news media.

All news media requests for information should be directed to the Public Information Director at the school, or later at the Administration Building.

Once the crisis is over, principals should expect to be interviewed, either at a news conference or individually by broadcast and print reporters. Parents and other residents will be interested in information about the crisis and principals should be responsive.

Working with the Public Information Director, set a time to be interviewed by one or more news media representatives in a designated news media room. The room should be close to the entrance of the school building on the ground floor and set up to accommodate news reporters and photographers in the event of a crisis incident. The room should have a telephone for use by news media representatives. Offering coffee and soft drinks is a hospitable gesture, when appropriate. (Remember that the news media will get their stories either from you, or from others.)

When principals are interviewed, they should emphasize what is being done by school staff members and support staff members to contain and resolve the crisis. Remember to release factual information only. If the answer to a question is not known, provide the information to the news media representative when it becomes available. Avoid being defensive and do not treat news media representatives as adversaries. Acknowledge the difficulty of the news media's role and take a position of helpfulness.

During a crisis, do not permit interviews with students or staff members inside the building, and do not permit filming inside the school building, except in the designated news media room.

Do not disclose personal information about a staff member or student. Such information should be released at the discretion of the family.

Do not use jargon or "educational" vocabulary when communicating with the news media during a time of crisis. Say what you mean in simple terms.

If the Public Information Director is unavailable, the Communications Specialist will go to the school to work with the news media.

Emergency Faculty Meeting Guidelines

An emergency faculty meeting may be the best way to inform the staff that an incident has occurred which may create the need for special responses on their part and special care for the students.

The meeting needs to be called either before school starts in the morning or at the end of the school day. If the incident occurs while school is not in session, it is wise to meet briefly with the faculty before they meet their students in the morning. The telephone tree method works well when there is enough time such as over the weekend or early in the evening to tell everyone a little about what has happened. Even though everyone may get a brief message over the telephone it is still a good idea to get everyone together the next morning.

If the incident occurs during school hours, the principal needs to decide whether it is best to send a memo or email to the staff or wait until the end of the day for the meeting. The news can often wait unless there is concern that word will get out another way. Faculty should learn of the incident from the principal and students from their teachers. They deserve correct and complete information. Otherwise the news may be passed from person to person and get distorted along the way.

The agenda for the faculty meeting will vary according to the incident. Most of the time it will involve a serious injury or death. There is no easy way to begin but to say something sad has happened to one of the school family (students, teachers, support staff, etc.) sets the scene. Tell all the information that has been made available. If the information is sketchy, try to contact someone who can supply accurate facts such as the police or family. Be sure to separate assumptions from facts. The district crisis coordinator may be consulted if there are special sensitive circumstances such as a homicide or suicide.

Allow everyone to ask questions and deal with their emotional reactions. If the answers are not known, make a note to try to find them out and pass it on later. It is important that the teachers are ok to go into the classroom from the faculty meeting and tell their students what has happened at their appropriate developmental level. A fact sheet may be helpful for them to refer to so the information remains consistent.

Offer to have one of the counselors or CARE Crisis Team members assist the teacher in telling their students about the crisis incident if the teacher wishes it. One of the crisis counselors will follow the student or teacher's schedule and be available throughout the day for close classmates and friends.

Tell the faculty what the school plan is to manage the crisis. There may be rooms set up for counseling, collection of donations, media coverage, and a letter sent home to parents at the end of the day. If parents wish to take their child home before school is dismissed, review what procedures must be followed.

A second faculty meeting may be called at the end of the day. The purpose is to give any additional information about the funeral, donations, community meeting, etc. and to let the faculty talk about their experience of handling the school crisis. Teachers will appreciate any special thank you from the principal for managing a stressful situation.

After School Meeting

- Give staff a chance to unload and let off steam.
- Catch them up on details from the day.
- Give them updates or news of plans for funeral arrangements, if known.
- Determine next day's plan.
- Review emergency evacuation and/or protection plans if appropriate. Possibly go over signs of depression, difference in sadness and depression.
- Ask what staff would like for ongoing support.
- Make a list of students of concern and describe referral process.
- Remind all school staff to keep an eye on at-risk students and report concerns to the school counselors.
- Remind them of support services and tell them to take care of themselves, as well as students.
- Share your appreciation of some things, which went well, or efforts of others, and give time for others to do the same.

Questions to get staff started in unloading some of the stress of the day:

- What all happened for you/what events occurred for you today?
- What kinds of reaction have you had?
- What parts worked well? Which could be improved?
- How could you have felt more supported during the day?
- What could we do to provide support to you right now?
- What additional resources do we need in the near future?

Sample Fact Sheet

1. What has happened? _____

2. When did the event occur? _____
3. Where did the event occur? _____
4. Who is involved? (DO NOT RELEASE THE NAMES OF DECEASED OR INJURED UNTIL FAMILY HAS BEEN NOTIFIED.)

5. What is being done by school and emergency personnel? _____

6. If students are to be released or excused to attend a funeral, what is the correct procedure? What are the funeral or memorial arrangements?

7. Will school be closed or classes held in another facility? If so, where?

8. Are any meetings planned for parents or community? When? Where?

9. What is being planned to help families affected by the crisis?

Community Meeting

A major crisis at a school is likely to arouse community reaction. The school is an extension of the community and a contributing part of the wholeness and vitality of the neighborhood. The current thrust in education is to encourage the community to become a stakeholder and increase its involvement in school activities to a greater extent than it has in the past. A crisis involving the school or the neighborhood children is a catalyst for bringing parents, ministers, political activists, and other community leaders to the school for answers and action. They may demand reassurance from the school administrators that the actions taken on the part of the school before, during and after the crisis were appropriate and professional. A community meeting organized by the school administration is a primary vehicle for this reassurance. It is an excellent opportunity for team building and pulling together a web of community support.

A community meeting also presents a challenge. Much planning should be given to the organization and conducting of a gathering where emotions are likely to be intense. It should not become a political forum where activists or candidates seize the podium for votes or causes only loosely related to the crisis event. The media coverage unfortunately can encourage this to happen. Administrators need to keep the topic focused on the agenda issues and above all let everyone in attendance, who wishes to, speak. A test of strong leadership ability will be to accept all ideas and answer all questions without becoming defensive.

The difficulty lies in structuring the time where expression of anger or mistrust does not become contagious and the meeting turns into an unproductive evening of shouts and threats while little else is accomplished. Another challenge is to prevent a few outspoken people from dominating the time resulting in parents leaving the meeting feeling uneasy and unsatisfied that the school is neither caring for the safety nor the education of their children.

First, the community should feel welcome. Have sufficient staff or volunteers present to greet people as they arrive, give directions to the meeting room, and hand out a printed agenda.

The principal will lead the meeting with support from other district administrators as is appropriate depending on the crisis. If a teacher has been accused of molesting children, bring someone from the personnel department who can explain district policy and state law on child abuse. If a student has been killed on campus, bring the director of the security department or police gang unit. Include the school and CARE crisis teams.

After introductions have been made, the principal should state the purpose of the meeting and review any crisis details allowed by police without jeopardizing an investigation. Many times stories about the event have been generated from misinformed people and seem to take a life of their own. This meeting becomes an opportunity to give out correct and consistent information. A description of specific actions taken during the crisis on the part of the school and what is

being planned for follow-up should also be included in this general session of the community meeting. Resist taking too many questions from the floor during this general session and try to focus the questions only on the information just given. Explain there will be plenty of opportunity for questions during the break-out sessions.

After the specific information has been given in the general session, break the meeting up into small discussion groups. Smaller groups of 15 to 20 participants is an important strategy to allow everyone to express ideas, complaints and emotions. A discussion facilitator may be a member of the crisis team or an administrator who was involved in the managing of the crisis. Ask the group to appoint a recorder and a spokesperson.

The small group facilitator leads the group from positive aspects of the school's response to areas of concern. The sequence of discussion items may be as follows:

1. As a result of the crisis, what positive things do you see happening? What particularly pleased you about the way the school handled the crisis?
2. What relationship is there between what happened at school and what goes on in the community?
3. What concerns do you have about safety issues in your school?
4. What resources are available in the community to support the school's effort to provide a safe and secure learning environment for our students?
5. How can communications between the school, parents and the community be improved?
6. Other concerns.

The recorder then reads the comments back to the group to be certain that everyone's concerns have been heard and recorded correctly. If time runs out before everyone has the opportunity to speak or any of the participants prefer not to speak openly, have cards available for them to write their concerns. Collect them and make sure an answer is given back to them in writing.

Reconvene the smaller groups back into the general session and ask a spokesperson from each group to report the highlights of their discussion emphasizing the possible solutions to their concerns.

Summarize and thank the participants for attending.

RELATED BOARD POLICIES

(Local policy unless otherwise noted)

CK	Safety Program/Risk Management
CKC	Safety Program/Risk Management: Emergency Plans
CLA	Buildings, Grounds, And Equipment Management: Security
CNA	Transportation Management: Student Transportation
FFAC	Health Requirements And Services: Medical Treatment
FFE (LEGAL)	Student Welfare: Student Assistance Programs/Counseling
FFG (LEGAL)	Student Welfare: Child Abuse And Neglect
FMC	Student Activities: Organizations And Clubs
FNCC (LEGAL)	Student Conduct: Hazing
FNCG	Student Conduct: Weapons
FNCH (LEGAL)	Student Conduct: Assaults
FNCI	Student Conduct: Disruptions
FNCJ	Student Conduct: Sexual Harassment/Sexual Abuse
FNCJ (Exhibit)	Student Conduct: Sexual Harassment/Sexual Abuse
FO	Student Discipline
FOAA (LEGAL)	Placement In Alternative Educational Setting: Removal By Teacher
FOAC (LEGAL)	Placement In Alternative Educational Setting: Juvenile Justice
FOC (LEGAL)	Student Discipline: Emergency Placement
FOD	Student Discipline: Expulsion
FOE (LEGAL)	Student Discipline: Students With Disabilities
GBBA	School Communications Program: News Media Relations
GKA	Community Relations: Conduct On School Premises
GRA	Relations With Governmental Entities: Local Governmental Authorities

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