Crisis Preparedness and Response: The Comprehensive School Crisis Team

EDS 246b
Preventive Psychological Intervention
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Seminar Goals

1. Understand the legal requirements for school crisis preparedness and response.
2. Recognize the elements of a comprehensive school crisis response team, including:
   a) The general SCT activities during the different phases of a crisis.
   b) SCT membership according to the National Incident (NIMS; AKA "Standardized Emergency Management System or SEMS).
   c) The specific responsibilities of SCT members during the different phases of a crisis.

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Legal Requirements & School Crisis Response: What the Law Requires

1. **1984 - The Katz Act (California Ed. Code)**
   - Requires schools to develop site disaster plans.
   - Requires schools to provide disaster training.
   - Identifies schools as possible community shelters following a disaster.
2. **1993 - Petris Bill (California Govt. Code)**
   - Following 1991 East Bay Hills fire, this law was passed to improve emergency response in California.
   - Schools must be prepared to respond to emergencies using the Standardized Emergency management System (SEMS).
   - School districts and school sites must use SEMS or risk losing state assistance for emergency response-related personnel costs.

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Legal Requirements & School Crisis Response: What the Law Requires

3. **1997 - Comprehensive School Safety Plans** (SB 187)
   - California Ed. Code § 3429.2(a) statute of 1998 requires development of "disaster procedures."
   - California Ed. Code § 3429.2(b) statute of 1998 identifies *Safe Schools: A Planning Guide for Action* for use in crisis response plan development.

4. **1999 - Safe Schools Task Force** (Attorney General's Office & Superintendent of Public Instruction)
   - The Crisis Response Box (2000, **a required reading**)
     - Provides school administrators with immediate access to ". . . the information essential for effective management of a major critical incident."

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Phases of a Crisis Event

1. Baseline
   - Normal school functioning
2. Pre-impact
   - The period before an anticipated crisis
3. Impact
   - When the crisis occurs
4. Recoil
   - Immediately after the crisis
5. Post-impact
   - Days to weeks after the crisis
6. Recovery/Reconstruction
   - Months or years after the crisis

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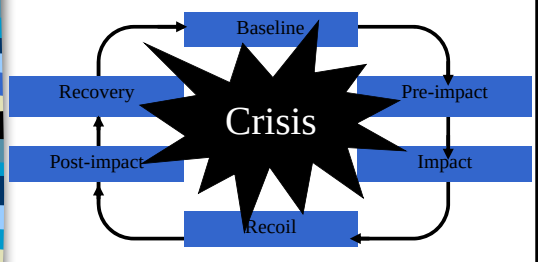
Phases of a Crisis Event



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SCT Activities

- Crisis Prevention
  - Reduce the incidence of crisis events.
- Crisis Preparedness
  - Ensure response readiness for crises that are not, or cannot be, prevented.
- Crisis Response
  - After a crisis event minimize crisis damage and restore equilibrium.
- Crisis Recovery
  - Repair crisis damage and return to baseline (or pre-crisis) operation/functioning.

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SCT activities during the different phases of a crisis.

	Phase					
Activity	Baseline	Preimpact	Impact	Recoil	Postimpact	Recovery
Prevention						
Preparedness						
Response						
Recovery						

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SCT membership and National Incident Management System (NIMS)

- SCT membership can be defined by making use of the NIMS and the organizational structure of the Incident Command System (ICS).
- NIMS is traditionally used to centralize, organize, and coordinate the emergency response to a critical incident, but can also be used to structure other SCT activities (i.e., prevention, preparedness, and recovery).
- This is the same system used by most emergency responders (e.g., fire departments, law enforcement, emergency medical technicians, disaster responders).
- Thus, use of NIMS helps to ensure that the SCT and other emergency responders are speaking the same language.

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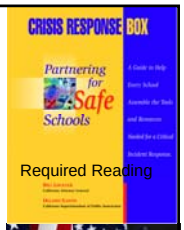
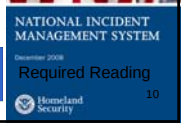
SEMS/NIMS and the ICS

- Lockyer & Eastin (2000):
  - "The ICS provides overall direction and set priorities for an emergency. In operation, the ICS has five functions: management, planning/intelligence, operations, logistics, and finance/administration" (p. 12).
- US Dept Homeland Security (2008):
  - "This system provides a consistent nationwide template to enable…organization to work together…" (p. ix)

What did you get from these readings? What were your general impressions?





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SCT Membership: Five Elements of the ICS

1. Emergency Operations Center Director / Incident Commander (the managers)
   - The EOCD/IC may designate "Officers" to assist in the management of the crisis response.
     - Public Information Officer: Responsible for keeping the public informed about crisis activities.
     - Safety Officer: Responsible for establishing safety and secure environment
     - Liaison Officer: Responsible for coordinating with crisis response agencies from outside of the school district.
     - Mental Health Officer: Responsible for mental health crisis intervention coordination
   - The nature of the critical incident determines who will be the Incident Commander. Until this individual arrives at school a school administrator (typically the principal) is in charge.

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SCT Membership: Five Elements of the ICS

2. Plans/Intelligence Section (the thinkers)
   - Gathers and assesses information.
   - Document needs and status.
   - Writes SCT evaluations.
   - Requires a flexible and reliable communication system.

- Individuals filling this role "must be able to use communication equipment, gather information in a timely manner and weigh it for significance" (Lockyer & Eastin, 2000, p. 12).

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SCT Membership: Five Elements of the ICS

3. Operations Section (the doers)
   - Security and Safety Coordinator
     - Search, Rescue, and Accounting (SRA) Specialist
     - Student Assembly and Release (SAR) Specialist
     - Facility and Grounds (F&G) Specialist
     - Crowd Management (CM) Specialist
     - Traffic Safety (TS) Specialist
   - Student Care Coordinator
     - Crisis Intervention (CI) Specialist (**school psychologists**)
     - Shelter, Food, Water and Supplies (SFW&S) Specialist
   - Emergency Medical Coordinator
     - First Aid Specialist
     - Morgue Specialist
   - Translation Coordinator

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SCT Membership: Five Elements of the ICS

4. Logistics Section (the getters)
   - Obtain resources to support all ICS functions.
     - Supplies and Equipment Coordinator
     - Facilities Coordinator
     - Staff & Community Volunteer Assign. (SCVA) Coord.
     - Communications Coordinator

- All school staff can assist in this function.

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SCT Membership: Five Elements of the ICS

5. Administration & Finance Section (the payers)
   - Developing a budget
   - Authorizing purchases.
   - Track costs (including personnel costs) associated with the SCT.

- "Individuals responsible for purchasing, paying bills and balancing books are best suited to this function, which involves planning, purchasing emergency supplies and tracking costs following an emergency" (Lockyer & Eastin, 2000, p. 13).

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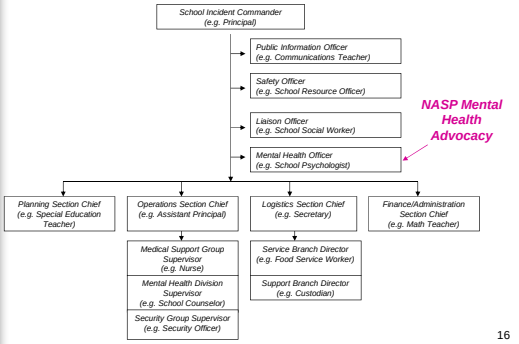
School Incident Command Structure



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Federal Emergency Management Agency (FEMA; 2010, August); http://training.fema.gov/EMIWeb/IS/IS100SCA.asp

The Five SEMS/NIMS Incident Command Structure Roles and the SCT

- The specific responsibilities of SCT members during the different phases of a crisis.

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1. Crisis Management: Prevention

- Delegation, supervision, and evaluation of all crisis prevention efforts.
- Public Information
  - Provide the school community with information that will help to prevent crises.
- Safety
  - Develop school safety plans.
- Mental Health
  - Build student resiliency

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1. Crisis Management: Preparedness

- Delegation, supervision, and evaluation of all crisis preparedness activities.
- Assign SCT membership and maintain 24/7 contact information.
- Public Information Officer
  - Foster media relationships, develop media policy, prepare press release templates, plan for an emergency media center.
- Safety Officer
  - Develop disaster safety resources (e.g., structural engineers, law enforcement).
- Liaison Officer
  - Foster relationships with emergency response personnel, and identify and maintain emergence response listings (e.g., Red Cross, FEMA).
- Mental Health Officer
  - Develop crisis intervention mental health resources.

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1. Crisis Management: Response*

- Delegation, supervision, and evaluation of all crisis response activities.
- Initiate crisis response procedures and evaluate the need for outside assistance.
- Public Information Officer
  - Provide the community with information about the crisis response and manage the emergency media center.
- Safety Officer
  - Ensure a safe crisis response environment.
- Liaison Officer
  - Facilitate communication with community crisis responders.
- Mental Health Officer
  - Direct the provision of crisis intervention assistance.

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****Will be role played next week!!!!***

1. Crisis Management: Recovery

- Delegation, supervision, and evaluation of all crisis recovery activities.
- Public Information Officer
  - Provide the community with information about crisis recovery efforts and resources.
- Safety Officer
  - Ensure a safe crisis recovery environment.
- Liaison Officer
  - Facilitate communication with community crisis recovery workers.
- Mental Health Officer
  - Facilitate referrals to community mental health.

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2. Intelligence: Prevention

- Identify and monitor potential crisis threats.

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2. Intelligence: Preparedness

- Acquire and maintain information gathering and reporting materials.
  - Weather radios (battery operated)
  - Cell phones
  - Computers (with Internet access)
  - Two-way radios
  - Maps and floor plans

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2. Intelligence: Response*

- Collect crisis incident information.
- Document the crisis response.
- Assess crisis response status and needs.

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****Will be role played next week!!!!***

2. Intelligence: Recovery

- Collect crisis recovery information.
- Document crisis recovery efforts.
- Assess crisis recovery status and needs.

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3. Operations: Prevention

- Security and Safety
  - Provide safety education.
- Student Care
  - Provide student guidance services.
    - For example….
  - Build student resiliency.
- Medical
  - Provide health education.

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3. Operations: Preparedness

- Security and Safety
  - Establish search, rescue, and student accounting procedures.
  - Establish student assembly and release (to parents) procedures.
  - Establish crowd and traffic management procedures.
- Student Care
  - Develop the capacity to meet student basic needs (e.g., shelter, water, food).
  - Develop the capacity to provide crisis intervention services.
- Medical
  - Develop the capacity to meet emergency medical needs.
- Translation
  - Maintain a listing of translators who speak all languages represented in the school community.
  - Prepare translations of psycho-educational materials.

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3. Operations: Response*

- Security and Safety
  - Conduct search and rescue, and account for all students.
  - Evacuate students to a safe student assembly area, and release them to parents in a structured/systematic manner.
  - Manage crowds by sending parents to the parent waiting area.
  - Manage traffic and ensure emergency response vehicle access to school grounds.
- Student Care
  - Provide for student basic needs (e.g., shelter, water, food)
  - Provide crisis intervention services.
- Medical
  - Provide for emergency medical needs
- Translation
  - Ensure all Operations personnel have access to translators and translations of important documents.

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Will be role played next week!!!!

3. Operations Section Specialists*

- Search, Rescue, and Accounting Specialist:
  - Looks for, rescues, and accounts for students and staff.
- Student Assembly and Release Specialist :
  - Oversees location where students assemble and supervises parent/child reunification.
- Facility and Grounds Specialist:
  - Along with the Safety Officer, ensures that school facilities and grounds are safe.
- Crowd Management Specialist:
  - Implements procedures designed to manage large crowds (e.g., parents looking for children).
- Traffic Safety Specialist:
  - Manages all traffic including emergency response vehicles.

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Will be role played next week!!!!

3. Operations Section Specialists*

- Crisis Intervention Specialist:
  - Addresses mental health needs.
- Shelter, Food, Water, and Supplies Specialist:
  - Maintains and distributes basic needs facilities and supplies.
- First Aid Specialist:
  - Maintains and distributes first aid supplies, oversees first aid prior to emergency response personnel arrival, and works with paramedics.
- Morgue Specialist
  - Maintains facilities and supplies to be used to house the deceased until they can be removed.

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Will be role played next week!!!!

3. Operations: Recovery

- Student Care
  - Ensure student basic needs (e.g., shelter, water, food) are being met.
  - Provide mental health services.
- Medical
  - Communicate with medical facilities regarding the status of injured students and staff.
- Translation
  - Continue to ensure all Operations personnel have access to translators and translations of important documents (e.g., mental health referral resources).

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4. Logistics: Prevention

- Supplies and Equipment
  - Obtain crisis prevention related materials and supplies.
- Assignments
  - Assign staff and volunteers to crisis prevention activities.

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4. Logistics: Preparedness

- Supplies and Equipment
  - Obtain and store all crisis response supplies and equipment.
- Facilities
  - Identify and designate crisis response facilities.
- Assignments
  - Identify individuals to fill various crisis response roles.
- Communications
  - Ensure reliable/redundant communications systems (within, to, and from school and to and from all staff) are available.

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4. Logistics: Response*

- Supplies and Equipment
  - Make available all crisis response supplies and equipment. Obtain additional supplies as indicated
- Facilities
  - Operationalize crisis response facilities.
- Assignments
  - Direct staff and volunteers to the appropriate crisis response activities.
- Communications
  - Maintain communications to and from school and among all school staff members.

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Will be role played next week!!!!

4. Logistics: Recovery

- Supplies and Equipment
  - Make available all crisis recovery supplies and equipment. Obtain additional supplies as indicated.
- Facilities
  - Maintain crisis recovery facilities.
- Assignments
  - Direct staff and volunteers to the appropriate crisis recovery activities.
- Communications
  - Maintain communications to and from school and among all school staff members.

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5. Finance: Prevention

- Budget for and authorize all crisis prevention related expenditures.

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5. Finance: Preparedness

- Budget for and authorize all crisis preparedness related expenditures

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5. Finance: Response*

- Authorize all crisis response related expenditures.
- Record all personnel and material costs.

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Will be role played next week!!!!

5. Finance: Recovery

- Continue to authorize all recovery related expenditures.
- Obtain emergency financial assistance.
- Request reimbursement.

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District Level Planning Checklist

District Crisis Response Team Planning Check List

1. **Designate an Emergency Operations Center (EOC).**
The incident command post from which all district-level crisis response activities are coordinated.
Location: _____ DATE ASSIGNED: _____
1a. **Alternate location to be used if the EOC is not available**

2. **Designate an Emergency Operations Center Director.**
The Director would be in charge of all district crisis response activities.
NAME: _____ DATE ASSIGNED: _____
1a. **Designate an alternate** to serve in the Director's absence: _____

3. **Designate a District Crisis Management Team.**
This team would assist the EOC Director in all crisis preparedness and response activities.
i. **Designate a Public Information Officer.**
Responsible for keeping the public informed about crisis response activities.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____
ii. **Designate a Safety Officer.**
Responsible for establishing safety and secure crisis response environments.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____
iii. **Designate a Liaison Officer.**
Responsible for coordinating with crisis response agencies from outside of the school district.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____

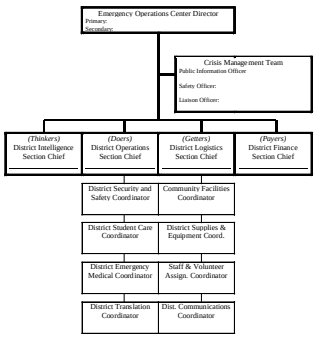
4. **Designate individuals to fill Incident Command System roles**
This team will include members of the Crisis Management Team and fulfill leadership roles and responsibilities during the response to a critical incident.
i. **Designate a District Intelligence Section Chief.**
Responsible for collecting, documenting and evaluating information about the critical incident and the district's crisis response.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Chief's absence: _____
ii. **Designate a District Operations Section Chief.**
Responsible for evaluating district facility safety; search/rescue and student release; emergency medical response; student care and mental health; and if necessary management of a morgue.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Chief's absence: _____
iii. **Designate a District Logistics Section Chief.**
Responsible for management and allocation of district facilities, supplies and equipment; staff and volunteer assignments; and district-wide communications.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____

iv. **Designate a District Finance Section Chief.**
Responsible for authorizing incident-related purchases, record keeping and accounting, and crisis responder hours time keeping.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____

5. **Ensure that each school has a crisis response box:**

6. **Conduct an annual district-level crisis response tabletop drill.**
Date Last conducted: _____

District Level SCT Flowchart



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School Level Planning Checklist

School Crisis Response Team Planning Check List

1. **Designate an Incident Command Post (CP).**
The incident command post from which all district-level crisis response activities are coordinated.
Location: _____ DATE ASSIGNED: _____
1a. **Alternate location to be used if the CP is not available** _____

2. **Designate a School-Site Critical Incident Commander (IC).**
The Commander would be in charge of all school crisis response activities.
NAME: _____ DATE ASSIGNED: _____
1a. **Designate an alternate** to serve in the Commander's absence: _____

3. **Designate a School Crisis Management Team.**
This team would assist the IC with all crisis preparedness and response activities. These roles may be filled either by the IC him or herself, the respective district-level Officer, and/or appropriate site-based personnel.
i. **Designate a Public Information Officer.**
Responsible for keeping the public informed about crisis response activities.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____
ii. **Designate a Safety Officer.**
Responsible for establishing safety and secure crisis response environments.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____
iii. **Designate a Liaison Officer.**
Responsible for coordinating with crisis response agencies from outside of the school district.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____

4. **Designate individuals to fill Incident Command System roles**
This team will include members of the Crisis Management Team and fulfill leadership roles and responsibilities during the response to a critical incident.
i. **Designate a School Intelligence Section Chief.**
Responsible for collecting, documenting and evaluating information about the critical incident and the school's crisis response.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Chief's absence: _____
ii. **Designate a School Operations Section Chief.**
Responsible for evaluating school facility safety; search/rescue and student release; emergency medical response; student care and mental health; and if necessary management of a morgue.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Chief's absence: _____
iii. **Designate a District Logistics Section Chief.**
Responsible for management and allocation of school facilities, supplies and equipment; staff and volunteer assignments; and school-wide communications.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____

i. **Designate a District Finance Section Chief.**
Responsible for authorizing incident-related purchases, record keeping and accounting, and crisis responder hours time keeping.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence: _____

5. **Members of the Crisis Response Team should work cooperatively to complete the and maintain a crisis response box:**
i. **Date completed:** _____
ii. **Date last check:** _____
iii. **Primary location:** _____
iv. **Duplicate location:** _____

6. **Conduct an annual school site crisis response tabletop drill..**
Date Last conducted: _____

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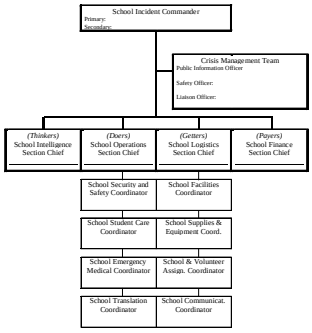
School Level SCT Flowchart



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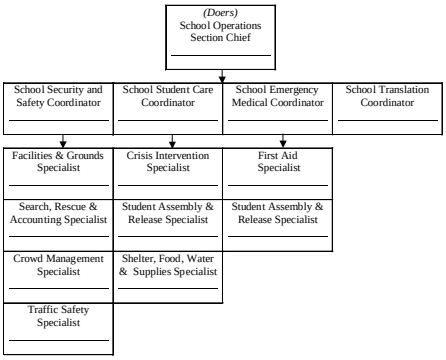
Operations Section Flowchart



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Crisis Response Box Elements

Element	*Responsible Team Member*
Crisis Management Team phone numbers	**Critical Incident Commander**
Crisis Response Team role descriptions	**Critical Incident Commander**
Media staging area/resources	**Public Information Officer**
Media management policy	**Public Information Officer**
Community emergency resources listing	**Liaison Officer**
Emergency response personnel staging area	**Safety Officer/Liaison Officer**
Structural engineering resources	**Safety Officier**
Aerial photos of the campus	**Intelligence Section**
School community map	**Intelligence Section**
Campus layout (with staging areas indicated)	**Intelligence Section**
Blueprints of all school buildings	**Intelligence Section**
Crisis incident log	**Intelligence Section**
AM/FM battery operated radio (extra batteries)	**Intelligence Section**
Battery operated weather radio (extra batteries)	**Intelligence Section**
Battery operated laptop (with airport) location	**Intelligence Section**
Site status report forms	**Intelligence Section**
Damage documentation tools (e.g., cameras)	**Intelligence Section**
Keys for all campus facilities	**Operations Section (Security & Safety Coord./F&G Sp)**
Fire alarm turn-off procedures	**Operations Section (Security & Safety Coord./ F&G Sp.)**

NOTE: F&G Sp. = Facilities and Grounds Specialist; SRA SP. = Search, Rescue, & Accounting Specialist; CM Sp. = Crowd Management Specialist; SAR Sp = Student Assembly and Release Specialist; CI Sp. = Crisis Intervention Specialist; TS Sp. = Traffic Safety Specialist; SFW&S Sp. = Shelter, Food, Water, & Supplies Specialist; SCV A Coord. = Staff & Community Volunteer Assignment Coordinator

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Crisis Response Box Elements

Element	*Responsible Team Member*
Sprinkler system turn-off procedures	Operations Section (Security & Safety Coord./F&G Sp.)
Utility shut-off valves/tools	Operations Section (Security & Safety Coord./F&G Sp.)
Gas line and utility layout	Operations Section (Security & Safety Coord./F&G Sp.)
Cable television satellite feed shut-off	Operations Section (Security & Safety Coord./F&G Sp.)
Yellow caution tape	Operations Section (Security & Safety Coord./SRA Sp.)
Search and rescue supplies/equipment	Operations Section (Security & Safety Coord./SRA Sp.)
Student photos	Operations Section (Security & Safety Coord./SRA Sp.)
Parent Center location	Operations Section (Security & Safety Coord./CM Sp.)
Evacuation routes and assembly procedures	Operations Section (Security & Safety Coord./SAR Sp.)
Evacuations sites	Operations Section (Security & Safety Coord./SAR Sp.)
Student disposition/release forms	Operations Section (Security & Safety Coord./SAR Sp.)
Student release procedures	Operations Section (Security & Safety Coord./SAR Sp.)
Student attendance roster	Operations Section (Security & Safety Coord./SAR sp)
Traffic management plan	Operations Section (Security & Safety Coord./TS Sp.)
Student emergency cards	Operations Section (Student Care Coord./SFW&S Sp.)
Special needs student listing (e.g., medications)	Operations Section (Student Care Coord./SFW&S Sp.)
Crisis Codes established	Operations Section (Student Care Coord./CI Sp.)
Lockdown procedures	Operations Section (Student Care Coord./CI Sp.)
Crisis intervention resource listing	Operations Section (Student Care Coord./CI Sp.)
Crisis intervention procedures	Operations Section (Student Care Coord./CI Sp.)

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Crisis Response Box Elements

Element	*Responsible Team Member*
First aid supplies list and location	Operations Section (Emergency Medical Coord.)
First aid procedures	Operations Section (Emergency Medical Coord.)
Morgue procedures	Operations Section (Emergency Medical Coord.)
Translator listing	Operations Section (Translation Coord.)
Crisis intervention center/service rooms	Logistics Section (Facilities Coord.)
Command post/Staging area signs	Logistics Section (Facilities Coord.)
Care/Shelter resource listing (e.g., water, food)	Logistics Section (Facilities Coord.)
Teacher Roster/Assignments	Logistics Section (SCVA Coord.)
Staff Roster/Assignments/Crisis duties	Logistics Section (SCVA Coord.)
Staff resources listing/Crisis duties	Logistics Section (SCVA Coord.)
List of key parent/community volunteers	Logistics Section (SCVA Coord.)
Crisis Response Team Identification	Logistics Section (SCVA Coord.)
Communication resources listing/locations	Logistics Section (Communications Coord.)
Staff phone tree (with cell phone numbers)	Logistics Section (Communication Coord.)
Phone line use designation listing	Logistics Section (Communications Coord.)
Office supplies	Logistics Section (Supplies & Equipment Coord.)
Flashlights (with extra batteries)	Logistics Section (Supplies & Equipment Coord.)
Emergency resource budget information	Finance Section
Emergency personnel sign-in/sign-out sheet	Finance Section
Purchase Order forms	Finance Section
FEMA forms	Finance Section

NOTE: F&G Sp. = Facilities and Grounds Specialist; SRA SP. = Search, Rescue, & Accounting Specialist; CM Sp. = Crowd Management Specialist; SAR Sp. = Student Assembly and Release Specialist; CI Sp. = Crisis Intervention Specialist; TS Sp. = Traffic Safety Specialist; SFW&S Sp. = Shelter, Food, Water, & Supplies Specialist; SCVA Coord. = Staff & Community Volunteer Assignment Coordinator

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Crisis Response Supplies List

- See Handout

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Final Examination

- Develop topic for the final examination.

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Next Meeting

Crisis Response: Table Top Drills & Observation

- Review
  - US Dept. of Homeland Security (2008)
- Read
  - Brock et al. (2016) Chapters 7, 8, & 9

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