

Crisis Management Response Policy

Introduction to the District Plan

Crisis situations occur in schools. The Barrington Public Schools has developed an immediate system-wide Crisis Management Response Plan to significantly reduce disruption and minimize the impact upon students, families, staff and the community in a crisis. This plan, when implemented by trained school and community personnel, will facilitate return to a normal school routine in the unlikely event of a crisis occurring on or near the schools. The purpose of this plan is to strike a balance between preparedness and maintaining an open and friendly environment.

The following text represents a prescribed plan for response to an emergency or other crisis in the Barrington School District (the "District") or any individual school within the District. It is understood that the Superintendent and his/her staff at the district level and the administrators in the individual school buildings shall retain and reserve the power and discretion to revise, vary or otherwise deviate from the direction set forth below as deemed necessary in the exercise of their duties.

The Crisis Management Response Plan includes training, prevention and crisis intervention strategies.

Key components of ("The District Plan") shall include:

- I. Safety evaluation of physical facilities.
 - A. Map of school site
 - B. Security plan
 - C. Signage
 - D. Identification

- II. Communication procedures.
 - A. Prior to crisis
 - B. While the crisis is occurring
 - C. Once situation is stabilized
 - D. Once situation is over

- III. Emergency procedures.
 - A. Evacuation plan
 - B. Early dismissal emergency plan

- IV. Crisis training. General procedures
 - A. Coordinate with other agencies
 - B. Training of District personnel

C. Parental notification

V. Media Relations

- A. Regulations
- B. Communication networks
- C. Media relations kit

VI. Transportation and Release of Students.

- A. Debriefing
- B. Counseling

VII. Roles of Selected District Staff in a School Emergency

VIII. Crisis follow up activities

- A. Decisions regarding ongoing activities
- B. Individual and group counseling
- C. Funerals and memorial services
- D. Review of relevant policies

I. Safety Evaluation of Physical Facilities

All schools within the Barrington School District shall develop a building safety/security plan including (but not restricted to) the following considerations

A. Map of the school sites

Compile a classified site plan of the school building(s) indicating:

1. Gas lines
2. Chemical storage areas
3. Emergency alarm system
4. Electrical power hub (circuit boxes)
5. Communication hub
6. Phone locations (minimally two in non-adjacent areas).

B. Security Plan

1. Develop an evacuation plan with primary and alternate exits
2. Designate safety zones (primary and secondary) within the building
3. Establish codes and contact persons (by specific areas within the building)
 - a. Lock-down (must secure doors and windows)
 - b. Non-pass
 - c. Fire (general evacuation)
4. Recall (if the evacuation plan has been operationalized)
5. Acquaint staff with the protocol to be followed in each type of emergency
6. Arrange regular site visitations with Police and Fire Departments to review site plans and to facilitate familiarization with building principal and designated staff members
7. Conduct periodic practice drills for emergency situations
8. Develop specific evacuation plan for the significantly disabled students

9. Develop a “buddy system” to assist in emergency situations for challenged students who are receiving instruction in inclusionary settings
10. Video camera (with taping) should be considered for the high school student parking lot and other areas
11. Insure that all shrubs and trees are trimmed to allow good line of sight
12. Insure that sufficient exterior lighting is available at all buildings
13. Efforts should be made to make all grounds surrounding building(s) accessible to security patrols and emergency vehicles
14. Maintain regular maintenance and testing of all alarm and security systems

C. Signage

1. Install welcome signs directing all visitors to enter by main entrance only and report to main office.
2. Insure that all exits are properly marked and all exit doors posted with instructions: “This door is to remain locked and all visitors are to report to the main office.” When exiting, please be sure this door is closed securely and locked
3. Install signage posting school grounds as “tobacco, alcohol, and drug-free zones”. (The District shall initiate steps to have local ordinances developed to supplement our existing school policies)
4. Continue the practice of removing graffiti within 24 hours.

D. Identification

1. Assign all staff and student drivers parking permit stickers
1. Require all visitors and regular volunteers to sign-in and wear identification badges
2. Require proper identification of any vendors or workmen on campus
3. Issue student identification cards at secondary level

II. COMMUNICATION PROCEDURES

A. Prior to Crisis

A crisis kit shall be prepared by each school in conformity with District standards, including the following items, with a kit to be kept in each school; the Superintendent’s Office and the Safety Complex:

1. Site plans of all buildings
2. Home address and phone number of each building staff and emergency contact
3. Home address and phone number of students from each building
4. Set of labels with names and addresses of students
5. Bullhorn
6. Fact sheet on each school (e.g. number of students and staff)
7. Log form for tracking events during crisis
8. Medical protocols for emergencies
9. Phone tree for each building
10. Sheet with important contacts/resources/telephone numbers for emergency medical services, state and local police, the District office, the local hospital and for beepers worn by District staff will be listed in the plan
11. Flowchart of individual responsibilities at initial stages of crisis

B. While the crisis is occurring

The Building Crisis Manager

This person and backup should be identified in advance in the building specific portion of the plan crisis policy.

1. Broadcasts appropriate codes to staff (Verbal and Non-Verbal)
2. Each building needs to have a set of codes for various types crises, which should be reviewed with all building personnel prior to the start of the school year. Codes should be reviewed mid-year and modified, as necessary
3. Designate site supervisor consistent with type of emergency
4. Has designated office person call Superintendent's office
5. Has office staff refer calls to Superintendent's office
6. Calls appropriate community resources (Non-911), including building managers for assistance
7. Has designated person coordinate and supervise transportation service for injured persons.
8. Transmits relevant information to District Information Coordinator (Appendix A)

The Superintendent

1. Verifies crisis situation with appropriate personnel
2. Contacts the School Committee
3. Contacts the District Information Coordinator to be on standby in Superintendent's Office for preparation for statements to the Media
4. Contacts the School Legal Advisor Once the situation is stabilized

The Building Crisis Manager

1. Designates person to secure building to insure no unauthorized entry
2. Broadcasts all clear code to staff
3. Designated person addresses parental needs
4. Request police support in securing building
5. Prepares short statement of details for the Superintendent
6. Gives statement to each teacher to explain to students what has happened

The Superintendent

1. Has media liaison prepared statement for media (reviewed by legal counsel).
2. Posts information on District Web site
3. Resolves outstanding issues with crisis team.
4. Establishes communication links with the families of victims or perpetrators under the guidance of legal counsel

The Media Liaison

1. Contacts appropriate media
2. Provides media with pertinent information once situation is over

The Building Crisis Manager

1. Prepares detailed description of what happened for Superintendent with reference tracking log form
2. Prepares form letter, reviewed by Superintendent and legal counsel, to go home in student's backpacks
3. Has designated office staff maintain records, press releases, letters, newspaper articles, etc.
4. Has designated office staff send letters of appreciation to community resources
5. Assembles crisis team members to address follow-up and review issues

III. EMERGENCY PROCEDURES

A. Evacuation/ No Pass/ Lock Down/ Safe Zones

In coordination with the District Plan, each building will develop procedures to address events described in Appendix B.

B. District Early Dismissal-Emergency Closing Plan

1. The Superintendent will make the decision at least one hour before the action is taken, after checking with the Police Chief, the Director of Public Safety Works, the Transportation Manager and/or relevant sources
2. The Superintendent notifies the principals of the early dismissal time and/or cancellation of the afternoon kindergarten
3. The Superintendent notifies major AM, FM radio and TV stations.
4. Principals will dismiss walkers, elementary through high school, at the announced early dismissal time
5. Schools will be dismissed in the following order for bus riders:
 - a. Barrington High School
 - b. Barrington Middle School
 - c. Hampden Meadows
 - d. K-3 Elementary School
6. The District will notify parents at the beginning of each school year to make arrangements for an alternate destination for their children in the event of an early dismissal
7. In the event of a serious storm warning, parents may pick up their children as early as possible. Parents should be advised to discuss the possibility of an early dismissal with their children and the alternative arrangements they have made with friends or relatives

IV. CRISIS TRAINING

Training is an essential element of any district-wide and/or school crisis management response plan. Training shall be provided to all central office administrators, school building administrators, teachers, guidance counselors, custodians, teachers' assistants, librarians, food service staff, secretaries, clerks, athletic coaches and all other support staff. This includes temporary personnel, bus operators and monitors and volunteer personnel (the "District Personnel").

A. General Procedures

1. All District Personnel shall review and become familiar with the Barrington School District and individual building plans
 1. The District shall provide emergency and crisis management training where appropriate
 2. The District shall arrange periodic meetings on an annual basis, with the local government officials, including without limitation, fire and police department officials. This is to review the Plan for efficiency and to provide comment and other input to District Personnel in order to achieve the Plan's most effective implementation. Copies of the final Plan shall be provided to the local fire and police officials
 3. The training procedure and devices described herein shall be reviewed and tested on an annual basis.

B. Coordination with Other Agencies

1. State and local police, fire and emergency departments shall be contacted annually to identify appropriate training programs available to the District
2. The District will contact the State Department of Education on an annual basis to solicit information for the training of District Personnel
3. The District will address whether there is a need for a mock drill

C. Training of District Personnel

1. All District Personnel shall receive appropriate training not less frequently than on an annual basis regarding their particular role in the Plan and the identity of the person(s) to whom each is to report in the case of a school or District-wide emergency. Such training shall commence not later than the second week of the school year and continue as appropriate to complete training on a timely basis
2. The District, through the individual school administration, will assign each year emergency roles for the specific District Personnel.
3. Designated District Personnel shall be trained annually in basic crisis identification, evacuation, emergency procedures, emergency first aid, including without limitation, cardio-pulmonary resuscitation (CPR) and Heimlich Maneuver
4. All designated District Personnel shall receive training in the assistance of injured persons pending arrival of trained personnel
5. All District Personnel shall receive training in media communications during an emergency or crisis situation
6. All District Personnel, particularly teachers, shall train their students in emergency procedures, including without limitation, evacuation/ no-pass/ lock down/ and safe zones processes
7. All District Personnel shall be instructed to take their class roster with them in any evacuation
8. Designated District Personnel shall be instructed in alternate procedures and equipment for reporting emergency situations first, to the school building administrator and as appropriate to District administrators, to outside emergency services and to parents and family
9. Restraint training programs will be made available to designated District Personnel. This training shall include instruction as to the limitations of such capabilities in crisis situations and what a trained individual may be expected to do or not to do in a given situation

D. Parental Notification.

1. The District shall provide parents with notification early in each school year. These procedures are to be followed by parents, students and each individual school in responding to emergency situations. This includes canceling class activities or other early dismissal arrangements
2. Parents should be required to provide the names and other identifying information of persons who have the parents' permission to pick up their children in either an emergency or other early dismissal situation

V. MEDIA RELATIONS

The district provides access to all public information through cooperative efforts among representatives of the media and District Personnel while considering the responsibilities of both groups. The District will designate a Media Liaison to address the media in a crisis situation. The primary objective for effective media utilization is to inform the public of all relevant information during and following a school district emergency.

District staff (other than the Media Liaison) will be encouraged to keep their comments to the media consistent with verified information. The preferred approach is for staff to refer all inquiries to central administration. The District will attempt to keep staff up to date on the verified facts that are known and publicly available, in order to help guide individuals in their discussions with the media.

Individual staff members cannot be sanctioned in any way for discussing their perceptions of facts or policies with media or others outside the school system. There are certain internal policy meetings, however, that should be clearly identified as confidential and not subject to public discussion. This confidentiality should be clearly noted to all participants at the time of such meetings and appropriate sanctions imposed when that confidentiality is violated.

A. Regulations.

1. The Superintendent will designate a Media Liaison to work with all the media. All media requests will be directed through the liaison
2. Student interviews will not be authorized or granted on school property without school administration and parent approval. When requests for student interviews are granted, the interview will be completed with minimal loss of instructional time and interruption in the learning environment
3. No information about student names or records will be released to the media without family consent
4. Teachers and other employees may grant interviews with the media when the interview will not interrupt the employee's responsibilities or breach confidentiality
5. The school or District will establish an appropriate location for the media that will meet the requirements of both the media and school personnel

6. As soon after an emergency as reasonably possible, the Chair of the School Committee, the Superintendent, the designated Media Liaison and others will meet to establish relevant position statements on topics of likely interest to the media
7. The designated Media Liaison will prepare notes for speakers involved in news conferences and will prepare written statements for the press
8. The designated Media Liaison will prepare a fact sheet for distribution that contains relevant information about students, personnel and about the population, location, history, etc. of the crisis
9. The designated Media Liaison will provide the media personnel with media guidelines established by the school district

B. Communication Networks

1. The designated Media Liaison will frequently update district employees
2. The District will maintain a listing of local and state-wide newspapers, radio and television stations. This list should contain the names of contact persons, telephone numbers and fax numbers. When an emergency occurs, these contacts will be notified
3. The District will maintain a listing of community leaders to provide assistance and to help disseminate information. These persons will be contacted as soon as possible after an emergency occurs

VI. TRANSPORTATION AND RELEASE OF STUDENTS

Students may have to be evacuated very rapidly from a school, perhaps requiring shelter or relocation. Administrators and/or parents may need to travel to meet with injured or stranded students in some remote location. Transportation may be needed at unusual hours. Drivers may have to be summoned quickly and dispatched to a school to take students home.

1. The District will coordinate and direct transportation services for injured persons and members of their families
2. While school is in session (prior to formal dismissal), students will be released only to parents/guardians or designated emergency contact showing proper identification. Upon direction from the Superintendent, arrangements will be made for the dismissal of all students
3. The decision to transport students in other-than-authorized school vehicles will be made by the crisis team manager, building administrator or Superintendent's office
4. Each school will designate safe holding areas for students to wait for the arrival of transportation. This area will be kept free of vehicle traffic and non-school personnel
5. School buses will have a cellular phone and first aid kit
6. The District will coordinate with the bus transportation company to arrange procedures for availability of buses and drivers during a crisis

VII. Roles of Selected District Staff in a School Emergency

The District specifies and assigns activities and tasks to each District level employee. These are to be fulfilled in any school emergency. A chain of command is in place and a chain of substitution is included for use when certain members of the emergency management team are not available during a school emergency. The role of District level employees is described in Appendix A, attached hereto, as amended from time to time. The role of building level employees is described in Appendix A, attached hereto, as amended from time to time.

VIII. Crisis Follow-Up Activities

After any significant crisis in schools resulting in injury or death, there will likely be several aspects of the event that require continued attention. These include (but are not limited to) individual student and staff needs, review of existing policies and communication with parents and teachers.

The crisis management team should begin to address these continuing needs when the immediate health and safety issues surrounding the crisis have been resolved. Roles for these follow-up activities should be explicitly assigned. The following categories should be addressed:

A. Decisions Regarding Ongoing Activities.

1. The crisis team should first decide whether to continue to operate after the immediate crisis has been resolved.
2. A decision to continue should be reviewed periodically during the follow-up period. Often the best course to take is no action.
3. Should the team decide to continue operating, then actions in certain areas should follow guidelines described below:

B. Individual and Group Counseling.

1. Following significant crisis in schools, students and staff may benefit from various types of counseling. The crisis team, in consultation with (District mental health, guidance personnel and outside experts, should decide whether to implement a structured system of specialized services for individuals and/ or groups.
2. Such services should be geared toward immediate relief of residual fear of anxiety and identify individuals who request or appear to require further sustained intervention. The goal is to refer these continuing services to community agencies and providers.
3. The District should arrange for short-term counseling and rely on outside services for long-term counseling with individuals or groups.
4. As part of long-term planning, the District should maintain a current list of professionals in the community with expertise in specific types of counseling relevant to the variety of crises that may occur.
5. Confidentiality procedures should be maintained.

C. Funerals and Memorial Services.

1. The School Department shall not allow funerals or memorial services to take place on school grounds.
2. There shall be neither permanent nor longstanding memorials on school grounds. A permanent remembrance may be established on school grounds by the School Committee.
3. Individuals wishing to express their sympathy and respect should be directed to appropriate sites, a list of which will be identified and maintained by the crisis team. Families of victims should be contacted (if appropriate) to determine their wishes regarding how the general community should express their sympathy and concerns.

E. Review of Relevant Policies.

1. After any crisis and its aftermath are under control, District staff and administration should formally review relevant policies and implementation plans.
2. Staff and administration are encouraged to bring in outside expertise when conducting this review.
3. These policies should be regularly revisited in light of any events that may have occurred outside of the Barrington Schools.

APPENDIX A

Roles of Selected District Staff

The Superintendent

1. Directs all operations of the district in the management of the emergency.
2. Gathers information relating to all aspects of the emergency for use in making appropriate decisions about the management of the emergency.
3. Assesses the emergency situation and assigns tasks.
4. Maintains contact with the emergency service agencies and the law enforcement agencies working with the emergency.
5. Authorizes the release of information to the public.
6. Authorizes restarting school activities.

The Assistant Superintendent (media liaison)

1. Communicate with other schools in the district during the emergency
2. Disseminate District verified information with school and district personnel during and after the crisis
3. Coordinate contacts between the media and district personnel whose attention must be focused on the immediate problems of managing the crisis.
4. Designates hospital liaison.
5. Notify parents of students and spouses of staff who are involved in the emergency

The Director of Pupil Personnel

1. Develop information sheet for parents, teachers, and others; information will include topics such as talking with students, signs of depression, and others relating to crisis stress.
2. Coordinate communication between the hospital and the district office.
3. Consultant on the involvement of the psychological services staff in the crisis-care effort.

4. Supervise the collection of information about those involved in the emergency.
5. Identify all injured, missing students and adults involved in the emergency.
6. Determine special medical needs that are on file with appropriate personnel.

Hospital Liaison

1. Reports to local hospital where students or adults have been sent for treatment. Disseminate District verified information to the media.
2. Meet and talk with the parents of students and the spouses of adults who have been admitted to the hospital
3. Provide basic information to media in accordance with District policy.

Director of Maintenance

1. Set up the District command center at a site designated by the superintendent.

APPENDIX B

Response to Emergency Situations

A. Building Response to Any Emergency

1. Notify 911 (if necessary) and the principal. Notify Superintendent.
2. Notify CPR/first aid certified persons in school building of medical emergencies, if necessary. Names of CPR/first aid certified persons are listed in Crisis Kit.
3. Seal off high-risk area.
4. Take charge of area until incident is contained or chain of command established.
5. Assemble Crisis Team.
6. Preserve evidence. Keep detailed notes of incident.

B. Tornado

B1. Tornado Watch has been issued in an area near school:

1. Monitor Emergency Alert Stations (see EAS section) or NOAA Weather Stations (National Weather Service, Weather Channel).
2. Bring all persons inside building(s).
3. Close windows and blinds.
4. Review drill procedures and location of safe areas. Tornado safe areas are under desks and in hallways away from windows and large rooms.
5. Review "drop and tuck" procedures with students.

B2. Tornado Warning has been issued or tornado has been spotted near school:

1. Shut off gas.
2. Move students and staff to safe area.
3. Remind teachers to take class rosters.

4. Ensure that students are in “tuck” positions.
5. Account for all students.
6. Remain in safe area until warning expires or until emergency personnel have issued an all-clear signal.

C. Fire (flames, smoke, gas odor)

1. Pull fire alarm.
2. Evacuate students and staff to a safe distance outside of building.

Teachers take class roster. Teachers take roll after being evacuated.

3. Follow normal fire drill route; follow alternate route if normal route is too dangerous.
4. Principal notifies police (call 911) and Superintendent. Principal or Superintendent must report incident to Fire Marshal.
5. After consulting with Superintendent, Principal may move students to the Primary relocation center if weather is inclement or building is damaged.
6. No one may reenter building(s) until entire building(s) is declared safe by local public safety officers at site.
7. Principal broadcasts all-clear students and staff of termination of emergency. Resume normal operations.

D. **Radiological Incident**

Rhode Island does not have a commercial Nuclear Power Plant within its borders. However, our neighboring States of Connecticut and Massachusetts do. In the event of a site emergency of some kind, appropriate warning and instruction will be broadcast over the state Emergency Alert System (EAS). Schools will be notified if radiological release requires protective actions. There are two basic protective actions: sheltering and evacuation.

D1. **Sheltering Notification:**

1. Bring all persons inside building(s).
2. Close all exterior doors and windows.
3. Turn off any ventilation leading outdoors.
4. Dispose of any food that may have been exposed to contamination
5. If advised, cover mouth and nose with handkerchief, cloth, paper towels or tissues.

D2. **Evacuation will not be necessary in Rhode Island (distance factor):**

1. State and/or local officials will notify all affected schools of a nuclear power plant emergency.
2. All precautionary actions will be announced by state officials.

Radiological Incident/Accident:

An accident or incident involving radiological materials at or near a school is quite possible. Consequently, certain precautionary actions should be taken. The three basic actions are:

- Time: *Minimize* the amount of time near and exposed to the source.
Distance: *Maximize* the distance away from the source.

Shielding: *Maximize* the amount of material (i.e. wood, concrete, earth, etc.) between the individual and radioactive source.

E. Hazardous Materials

E1. Incident occurrence in school:

1. Call 911.
2. Notify Principal
3. Principal notifies Superintendent.
4. Seal off area of leak/spill.
5. Take charge of area until fire personnel contain incident.

Follow procedures for sheltering or evacuation.

6. Notify parents if students are evacuated.
7. Resume normal operations after consulting with fire officials.

E2. Incident occurring near school property:

1. Fire of Police will notify Superintendent.
2. Superintendent will notify Principal.
3. Fire officer in charge of scene will recommend shelter or evacuation actions.
4. Follow procedures for sheltering or evacuation.
5. Notify parents if students are evacuated.
6. Resume normal operations after consulting with fire officials.

F. Assault/Fights

****Defuse situation, if possible.**

1. Ensure the safety of students and staff first.
2. Call 911, if necessary.
3. Notify CPR/first aid certified persons in school building of medical emergencies (names of CPR/first aid certified persons are listed in Crisis Kit).
4. Notify Principle who assembles Crisis Team Members.
5. Seal off area where assault took place.
6. Principal notifies police if weapon was used, victim has physical injury causing substantial pain or impairment of physical condition, or assault involves sexual contact.

G. Weapons

G1. Staff or student who is aware of a weapon brought to school:

1. Notify principal or teacher immediately.
2. Follow district policies regarding searching or identifying presence of weapons.
3. Tell principal or teach name of suspected person who brought the weapon, where the weapon is located, if the suspect has threatened anyone or any other details that may prevent the suspect from hurting someone or himself/herself.
4. If teacher suspects that weapon is in classroom, he/she should confidentially notify a neighboring teacher. Teacher should not leave classroom.

G2. Principal:

1. Call police if a weapon is suspected to be in school.

2. Follow district policies regarding searching or identifying presence of weapons.
3. Ask another staff member to join you in questioning suspected student or staff member.
4. If feasible, accompany suspect to private office to wait for police; if situation warrants, isolate suspect/area until police arrive.
5. Assign person to keep detailed notes of all events, including any search that may have been conducted (including reason for search).
6. Notify parent(s) or guardian(s) if suspect is a student. Explain why search was conducted and results of the search.
7. Avoid confrontation; do not try to disarm student. Back away with your arms up. Remain calm.
8. If appropriate, implement evacuation/no pass procedures.

H. **Bomb Threat**

H1. **Upon receiving a message that a bomb has been planted in school:**

1. Use bomb threat checklist. (in each school office; see Appendix C)
2. Notify principal or designee.
3. Principal determines evacuation/no pass of all persons inside school building(s).
4. Principal notifies police (call 911) and Superintendent.

H2. **Evacuation/no pass procedures:**

1. Principal warns students and staff. Use appropriate codes.
2. If the decision is made to evacuate, students and staff must be moved to a safe distance (300 feet or as far as possible) outside of school building(s). After consulting with Superintendent, Principal may move students to alternate location.
3. Teachers take roll after being evacuated.
4. No one may reenter building(s) until school officials in consultation with fire or police personnel declare entire building(s) safe.
5. Principal notifies students and staff of termination of emergency.
Resume normal operations.

I. **Student Unrest:**

1. Notify Principal
2. Principal notifies police, if necessary.
3. Contain unrest, seal off area of disturbance, if necessary move students involved in disturbance to an isolated area.
4. Ensure the safety of students and staff first.
5. Principal notifies Superintendent.
6. Notify staff using appropriate codes. Principal may issue no-pass.
7. Shut off bells.
8. Meet with student representatives to address issues.
9. Keep students calm
10. Lock classroom doors.
11. Do not allow students outside of classroom until there is an all-clear signal from Principal
12. Make a list of students absent from classroom.

13. Document all incidents.

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