

SCSBA 2019 Annual Convention

A High-Performance Mindset: Safe Environments for Student Success

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About the presenter

❖ Public Education: 28 years

- Wisconsin, Colorado, Minnesota

❖ Emergency Management: 33 years

- Broward County Public Schools (2018)
- San Bernardino City Unified Schools (2017)
- Sandy Hook Elementary School (2014)
- FEMA Field Coordinator (Hurricane Katrina & Rita, 2005)
- New York City Schools & NY Ed Commission (2001)
- U.S. Bureau of Prisons (2001)
- Columbine High School Crisis Response Team (1999)
- Active Shooter Drill in a School Setting (1993)
- EMT (certified); Paramedic (student) assigned to rescue/ambulance squad



Rick J. Kaufman, APR
Executive Director of
Community Relations &
Emergency Management

Bloomington (MN) Public Schools

Today's Reality

- Children spend more time at school than anywhere else other than home
- Schools review safety, security measures in the wake of tragic incidents and threats
- School security remains a top of mind concern for parents, staff and community
- Staff, parents seek reassurances schools are safe

Today's Reality

- A crisis is unpredictable, but not unexpected
- A crisis is complex with many facets
- Each crisis evolves over its duration, often spawns secondary incidents; requires adaptability to approach & response
- Prompt action reduces collateral damage
 - Length of an incident
 - Moves incident to a quicker resolution

Crisis response and recovery plans should follow the model recommended by the U.S. Departments of Education and Homeland Security. We must employ every measure to ensure our students' safety and well-being before, during and after a crisis situation.

Prevention-Mitigation

- Reduce, eliminate risk to life and property
- Steps to promote a positive climate and culture

Recovery

- Restoring teaching, learning environment and social support systems



Preparedness

- Planning for worst-case scenario; all-hazards plan
- Training, drills to rehearse for crisis

Response

- Critical, coordinated steps to take in a crisis
- Plan: action, communication, care for victims & families

A crisis is ...

Unpredictable, but not unexpected

Complex with many facets

Requires adaptability to approach & response

Rarely static; evolves over its duration & often spawns secondary incidents

10 Most Common School Crises

1

Violence at School

2

Natural Disaster

3

Injury/Fatality (on & off campus)

4

Criminal Activity (incl threats)

5

Bullying/Cyberbullying

6

Harassment

7

Personnel Issues

8

Social Media Issues

9

Security Breach

10

Infectious Disease/Illness

Crisis Management Strategies

Today's Reality

- There is no one thing schools can do to keep students and staff safe. No simple solution. No single method, product or program in use today is fail safe.
- We cannot effectively predict where school violence may occur next. Being prepared now is proactive.

School or Fortress: How do we balance creating a safe school while maintaining a welcoming environment?

Crisis Management Strategies

Creating Safer Schools

- School safety is a multi-layered approach that involves stakeholders in the school community.
- People and policies are more important than just hardware and software to promote a culture of safety in schools.

Crisis Management Strategies

Creating Safer Schools

- Goal of soft target hardening
 - Deter would-be attackers through presence of a secure facility
- If facility is breached or threat exists inside
 - Take steps to mitigate the attack, save lives
- Focus on response, not sources of threat
 - Time consuming to predict potential scenarios
 - We train to not think like a mechanic; but to act like a gardener
 - Prepare staff, then empower them to ACT

Crisis Management Strategies

Creating Safer Schools

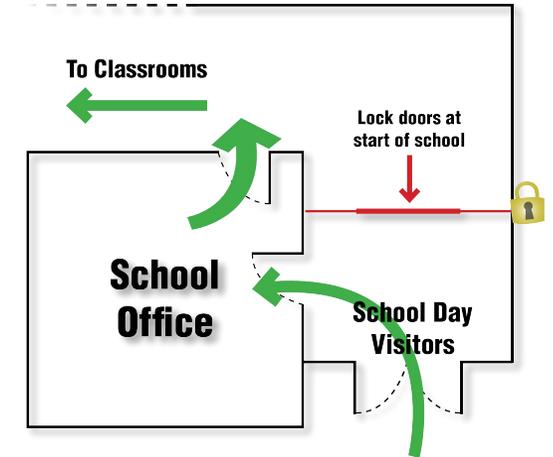
- New security-oriented design measures are often crisis driven ... pieces of a safe school environment.
- In the absence of security standards schools are likely to amass a collection of devices that are not part of a comprehensive solution.
- Crime Prevention Through Environmental Design (CPTED)
 - Natural Surveillance: improving visibility of potential offenders
 - Access Control: public, restricted spaces; control flow
 - Maintenance: well-maintained facilities, grounds discourages potential criminal acts

Crisis Management Strategies

School Safety Best Practices

Access Management System

- Funnels visitors to a single control point
- Visitors pass through office for ID, sign-in
- Video & buzzer vs personal connection
- Consider: Extended school day security



Visitor Management System

- Computer system to screen, authenticate visitors before accessing school

Controlling access with greater certainty is proactive, the first line of defense to keep students & staff secure

Crisis Management Strategies

School Safety Best Practices

Emergency Preparedness

- Alarm systems
 - Panic/duress buttons puts school in safe condition
 - Personal panic alarm devices
 - Triggers for propped or breached doors
 - Positive Alarm Sequence: Delayed, staged evacuations
- Classroom door locks in EVERY school
 - Barricade devices are not code-compliant
- Access doors
 - Keyless entries (e.g. proximity card-readers, fobs, etc.)
 - Alarmed



Crisis Management Strategies

School Safety Best Practices

Emergency Preparedness

- Building design
 - Zoning areas (creates layers of protection)
 - Safe rooms (impenetrable refuge)
 - Impenetrable rated glass in door entries, vestibules & first-floor windows
- Video Surveillance
 - Effectiveness of surveillance technology to improve school safety is limited
 - Video cameras complement a comprehensive approach by focusing on awareness, intervention and prevention, not just deterrence and detection
 - Important to maintain staff presence in hallways during all passing periods, before & after school

Crisis Management Strategies

School Safety Best Practices

Emergency Preparedness

- Emphasis on Prevention & Mitigation
 - Positive climate & culture within schools
 - Programs to address anti-social behaviors
 - Strongly Encourage: *See Something, Say Something*

Crisis Management Strategies

Creating Safer Schools

- It's not just having the right protection equipment; it's also having a procedural layer in place to ensure students, staff know their roles, responsibilities
 - **Deterrence:** Discourage potential offenders from acting
 - **Detection:** Electronic access, communication & video surveillance systems
 - **Delay:** Barriers that delay access
 - **Emergency Response:** Incident Command System (ICS), incident response teams, training & drills

Crisis Management Strategies

Creating Safer Schools

Safety & Security Review Plan

- Engage parents, students & stakeholders in a conversation about school safety. Understand what they value in terms of school safety, **BEFORE** spending resources.
- Focus on **YOUR** school vulnerabilities.
 - **Purpose:** Assess level of safety at each school, according to multiple indicators that apply to the facility & campus, school's climate, and the partnership with parents and community.

Crisis Management Strategies

Creating Safer Schools

Safety & Security Review Plan

- Facilitated conversation with parents, staff, stakeholders, and students (secondary level)
 - What keeps you up at night?
 - Prevention & response steps you are aware of in your school?
 - Safety activities your school does best? What can be improved?
 - Students: What can school do to prevent violence, ensure site is more secure?

Crisis Management Strategies

Creating Safer Schools

Safety & Security Review Plan

- Campus/Facility Characteristics & Assessment: Identify & evaluate potential risks & areas of weakness capable of adversely impacting a school campus or school system.
 - Access control, including visitor policies & procedures
 - Emergency operations/crisis response plan
 - Campus safety, security (all exterior & interior areas)
 - School climate & culture
 - Communication plan, systems

Crisis Management Strategies

Creating Safer Schools

Managing a school crisis is more than just a response. Effective crisis management begins long before a critical incident occurs.

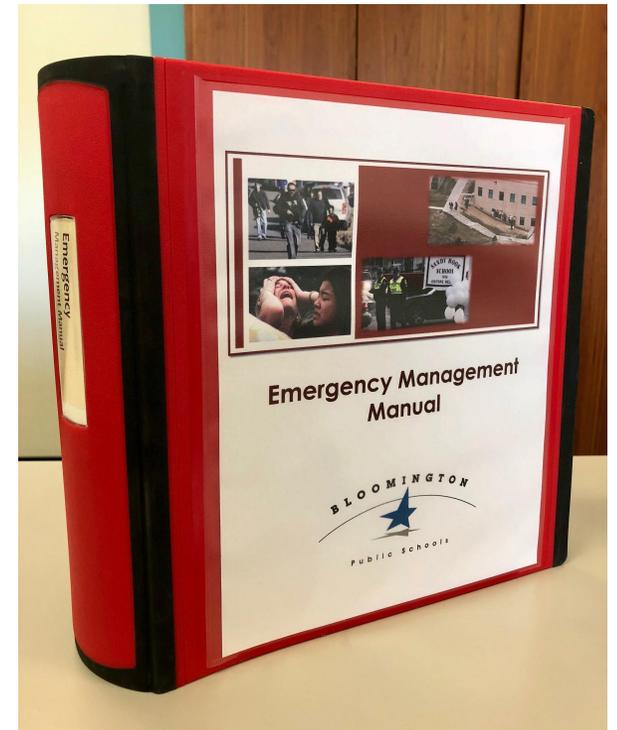
1. **Preparedness** is not an option, but an imperative.
2. **Planning** does not compete with schools' educational mission, it supports it.
3. **Response** builds on current and future prevention efforts and engagement.
4. **Recovery** can transform the experience into a strength- and capacity-building process.

Crisis Management Strategies

Creating Safer Schools

Emergency Management/Crisis Response Plan

- Incident Command System
- District & School Emergency Response Teams
- Emergency Operations & Recovery Plan
- Training & Drills Plan
- Crisis Communications Plan
- Parent Reunification Plan



Crisis Management Strategies

Creating Safer Schools

- Situational awareness is critical: Ability to identify, process and comprehend critical elements that are impacting your organization or staff (simply knowing what is going on around you)
- Knowing what to do can be the difference between chaos and calm, or even life and death
- “Cardiac Assessment” (intuition plays a key role)
- Be prepared ... bad stuff happens

Crisis Management Strategies

Creating Safer Schools

Important decisions must be made before the crisis

- Structure, process & leadership
 - Building capacity to take on crisis by equipping staff with protocols
 - Those empowered to respond must be allowed to decide, act
- Focus on response, not sources of threat
 - Stop thinking like a mechanic; start acting like a gardener
 - Time consuming to predict potential scenarios; Prepare, then ACT

Emergency Response Guide

school safe conditions

No emergency plan can account for every scenario and you may be required to make decisions. You are empowered to modify plans to save lives.



★ Lockdown

The perceived threat is *INSIDE* or on the campus.



ACTIVATION METHOD:
intercom
announcement

1. Go to nearest classroom or secure location and take cover.
2. Scan hallway quickly; gather students and others into the nearest room. Classroom doors should be locked, lights turned off and shades/blinds closed.
3. Disperse students throughout the room, do not cluster together. Stay "out of sight."
4. Maintain SILENCE. Students TURN OFF cell phones.
5. DO NOT OPEN DOOR, even in the event of a fire alarm. If another hazard event occurs, communication will be made.
6. If in an unsecured location with no place to hide or take cover, evacuate the building immediately. Evacuate to a safe location and notify authorities.
7. If OUTSIDE when a lockdown is initiated, move immediately away from the area to a safe location and notify authorities.
8. If no other options exist when confronted in a life-and-death situation, prepare to evade, distract or defend with any object available.
9. Emergency personnel will knock, announce and unlock classroom doors once the lockdown has been lifted.

★ Shelter-in-Place

Initiated when a potential threat exists near the campus and requires police or fire response.



ACTIVATION METHOD:
intercom
announcement

1. Move all students and activities inside and ensure the building perimeter is secured - all doors and windows locked.
2. No visitors allowed on campus or inside the building unless otherwise directed.
3. Increase situational awareness while maintaining normal classroom and building activities, unless otherwise instructed.
4. Remain inside the building until an "All Clear" announcement.

★ Evacuation

Initiated when conditions are safer outside the building.



ACTIVATION METHOD:
fire alarm
or intercom
announcement

1. Follow primary routes unless blocked by hazard. Know the alternate route.
 - Teachers take your cell phone and class roster
 - Allow students to stop for coats on cold-weather days, unless otherwise directed
 - Close classroom door when leaving
2. Assist those needing special assistance.
3. Proceed to designated assembly area; at least 100-ft from building.
4. When outside: Take attendance; report any missing, extra or injured students to BERT member. This info is reported to Incident Commander.
5. Wait for additional instructions or until the "All Clear" announcement.

★ Severe Weather

1. Proceed to designated "safe harbor" shelter location.



ACTIVATION METHOD:
intercom
announcement

- Leave all personal items behind
 - Close classroom door when leaving
 - Once in shelter location: Take attendance; report any missing, extra or injured students to BERT member.
2. Instruct students to "duck and cover" with their backs to the wall.
 3. Remain in shelter location until "All Clear" announcement.

★ Hold-in-Place

Initiated when an urgent or medical incident occurs to a students or staff. Response is intended to shelter students from the incident location.



ACTIVATION METHOD:
intercom
announcement

1. Move all students away from the incident location by returning to classroom, or evacuating to another location/room in the school. Students may remain outside under supervision if the incident is inside the school.
2. Scan hallway; gather students into the nearest room.
3. Maintain normal classroom and building activities, unless otherwise instructed.
4. Remain in location until an "All Clear" announcement.

Life Safety School Conditions

Urgent Incident Condition

School Safe Procedures

(Standard Response Protocols)

Life Safety School Conditions

- Lockdown
- Shelter-in-Place
- Evacuation
- Severe Weather

Urgent Incident Condition

- Hold-in-Place

No emergency plan can account for every scenario and you may be required to make decisions. You are empowered to modify plans to save lives.

Crisis Management Strategies

Creating Safer Schools

In a crisis, we react as we are organized and trained

- In high-stress, high-anxiety, high-fear events, cognitive function & manual dexterity are impacted in varying degrees
 - Fear & anxiety are hard-wired responses; designed to protect us
 - Acute Stress Response: Fight - Flight - Freeze
 - Normal coping mechanisms are overwhelmed
- People default to what they know and are taught
- The best safety practices are only as effective as the people who implement them

Crisis Management Strategies

Creating Safer Schools

Training & preparation are mission CRITICAL

- Mental Simulation
 - Simulates crisis situations
 - Pre-loads the brain for when it needs to call on a “trigger” to respond
 - Training enhances mental simulation
- Creates the cultural condition to know what to do in the event of a real-world crisis
- Demonstrates the teamwork needed when responding to and recovering from a school incident

Crisis Management Strategies

Creating Safer Schools

Training & preparation are mission CRITICAL

- Critical component of a comprehensive safety and security plan. When all else fails, these are the only measures that will increase chances of survival.
- Training & Drills Plan
 - State required drills
 - Enhanced drills to replicate real-world incidents
 - Table-top discussions
 - Live-action training events (best w/ local first responders)

Crisis Management Strategies

Creating Safer Schools

- Most important prevention steps:
 - Promoting positive school climate and culture
 - Teaching and modeling prosocial behaviors
 - Intervention when antisocial behaviors occur, including Threat Assessment and Mental Health supports
- Commit to improving & strengthening all aspects of school crisis prevention, preparedness, response and recovery.

Communication is the foundation of any crisis management planning, response and recovery effort.

Crisis Management Strategies

Crisis Communication

- If the top priority in a crisis is public safety, than the primary objective for crisis communications should be to prevent harm to stakeholders
- The best time to let stakeholders know what to do in a crisis is BEFORE it happens
- No longer is about communicating TO the public, but WITH your stakeholders
- Crisis creates an information void

Lack of information + Short decision time

= UNCERTAINTY

- Stakeholders seek info to gain a sense of personal control over a situation; especially parents
- Public is motivated to reduce uncertainty
- Uncertainty leads to increased information seeking
- Any information void is filled by someone (usually ill informed, misinformed or motivated to harm organization)

Why is crisis communication important?

People remember how a crisis was handled longer than the details of the incident

Long-term damage is done before and after a crisis more so than during the incident

Proactive crisis communications helps minimize damage, improve morale and encourage healing

Why is crisis communication important?

- News media helps set local, regional, national & world agendas
- News media has long-term impact on public perception, organizational reputation



Crisis Communications

The Accountability Principle

Stakeholders expect to be ...

- Engaged when bad stuff happens
- Provided a thorough explanation of what happened, how the incident was handled & assurances the causes don't contribute to a repeat
- A source of information in a crisis

Parting Thought

Managing any crisis successfully is less about saying the right things and more about doing the right things.

School Safety & Prevention

with Rick J. Kaufman, APR



- 10/16 Leading Through Communication in Times of Crisis
- 11/13 When A Crisis Hits Is Not the Time to Plan
- 12/18 How to Survive a Social Media Fire: the Good, Bad and Ugly
- 1/15 Crisis Communication in the Age of Social Media
- 2/19 Crisis Communication Goal: Prevent Harm to Stakeholders
- 3/19 Preparing for and Working with Media in a School Crisis
- 4/16 The Columbine Tragedy: 20 Years Later
- 5/21 A Parent's Guide to School Crisis Response
- 6/4 Crisis Communications Principles that School Emergencies Taught Us

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