

Crisis Management Plan

(Includes School Crisis, Emergency Management, and Medical Response Plans)

This Crisis Management Plan has been developed for the division and will be tailored to fit each of the schools within the division. The plan is subject to informal review on a daily basis by administrators and other school employees and will be formally reviewed by the Superintendent at least annually or when circumstances require changes that have been recommended. School administrators shall not make changes to their plans without prior approval of the Superintendent.

I. Definitions

- A. Crisis: “A sudden, generally unanticipated event, that profoundly and negatively affects a significant segment of the school population and often involves serious injury or death.” (Resource Guide)
- B. Crisis Management: “A time limited, problem-focused intervention designed to identify, confront and resolve the crisis, restore equilibrium, and support appropriate adaptive responses.” (Resource Guide)

II. Codes

- A. **Green:** Normal condition or equilibrium.
- B. **Red:** Emergency condition – lockdown.
- C. **Yellow:** Recovery condition following a crisis and prior to attaining normal condition or equilibrium. This will not normally be announced, but may be assumed.
- D. **Blue:** Flee the building and seek shelter away from the building.

III. Communications

A. Internal:

1. It is important that all faculty and staff be informed within a reasonable time frame about incidents that have occurred in their schools. This is important as a means of rumor control.
2. Administrators will notify their staffs through written memos or in a faculty meeting setting in which an incident can be discussed and questions asked and answered.
3. These communications between administrators and staff serve as a teaching and learning opportunity and serve to augment other training with regard to this plan.

B. External:

1. It is equally important that the parents/guardians and the community at large be kept informed of incidents and responses to those incidents within a reasonable period of time.
2. Generally, it is incumbent on the building administrator to prepare a notice to parents/guardians, but the Superintendent may assume that responsibility for any particular incident and prepare the notice. Again, this should be done within a reasonable period of time after the incident and should obviate the need to answer countless inquiries from concerned parents/guardians.

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3. A press release may also be prepared by the Office of the Superintendent if deemed appropriate. The Superintendent will coordinate with other officials involved in the incident and will generally only speak to the specifics of the actions taken by school personnel.

IV. Crisis Response Team

A. Membership

1. Members are assigned by the division superintendent or school principal. All members will have at least one alternate assigned to cover the duties and responsibilities of the primary member.
2. Assignments will be made using criteria established by the Superintendent and will include as a minimum, position within the division or school and unique qualifications and specialized training as required to carryout assigned responsibilities.

B. Roles and Responsibilities

1. Senior Management – Superintendent (Designee) or Principal (Designee)
2. Student Services (Guidance Counselors and School Psychologist)
3. Community Relations (Superintendent’s Executive Assistant)
4. Support Services
5. Facilities/Maintenance/Transportation
6. IT/Network Services

C. Activation

1. The Superintendent or his/her designee will be solely responsible for activating the team.
2. The team leader will make recommendations with regard to any needs for augmentation.
3. The period of activation will be needs dependent.

D. Deactivation

1. The Superintendent or his/her designee will serve as the authority for deactivation.
2. The team leader will make recommendations to the Superintendent with regard to deactivation.

**Middlesex County Public Schools
Division Crisis Response Team**

Role	Member	Alternate Member
Manager	Donald R. Fairheart	James Lane
Student Services	Rosalin Ball	Susan Zeliff
Community Relations	Peggy Jordan	Nancy Andrews
Business/Support Services	Heather Lucas	Nancy Andrews
Facilities/Transportation	John LaBrier	Billie Eubank
IT/Network Services	Ryan Blake	James Lane

V. Crises

A. Accidents at School

While most accidents that happen in school are not severe, there are occasions when minor first aid is not going to suffice and local rescue squads will need to be summoned to the school.

Minor Accidents:

If the victim is ambulatory, have the victim report to the nurse's office to be examined and treated. If the person is not ambulatory, summon the nurse to the scene of the accident to evaluate the injury.

Major Accidents:

A major accident is one in which a student has lost consciousness due to a blow to the head; has broken a bone or bones where the fracture is readily apparent; has dislocated an arm, leg, knee, elbow or wrist; has lost the ability to move (paralysis); or has bleeding that cannot be readily stopped by the application of direct pressure.

In all instances of major accidents, the rescue squad will be notified by the building administrator while the school nurse evaluates the patient. If the school nurse is not present for some unforeseen reason a staff member with first aid training will be summoned to the scene pending the arrival of the rescue squad. Parents or guardians, spouses or significant others identified in the emergency notifications records held at the school shall be notified by the building administrator or designee and be directed to the medical facility to which the patient is being transported.

All students and unnecessary staff members need to be kept away from accident victims and uninvolved staff members shall move students to areas out of sight of the victim. Teachers, paraprofessionals and guidance counselors should assure students that the victim is being treated with due care to help allay fears and concerns.

Reports:

In every case of an accident a written report shall be submitted, and that report shall be reviewed by the school nurse and building administrator prior to being forwarded to the division superintendent. As a part of that review recommendations should be made with the purpose of preventing or mitigating the severity of future accidents of the type that has occurred.

B. Accidents To and From School

Employees or volunteers receiving reports of accidents involving students or fellow employees traveling to or from a school or school event shall make inquiry as to the location and nature of the accident. If at all possible, the office where emergency communications are taking place shall be cleared of all unnecessary personnel, so that rumors are not spread throughout the school based on persons overhearing partial conversations.

The person receiving the report shall ask about injuries to persons involved in the accident. If fire/rescue personnel have not been notified, the person receiving the call shall ask another staff member to make that notification while they remain in contact with the reporting source. If at all possible, the person receiving the report should remain in contact with the reporting source until fire/rescue has arrived on scene and the situation is under control. Immediate notice shall be given to the building administrator, who shall in turn notify the division superintendent in an expeditious manner.

Next of kin notifications shall not be made by school personnel. That task shall be handled by the county sheriff's department or medical facility staff.

Information regarding fatalities or severity of injuries shall not be released to school personnel or students while the situation is in flux. Employees shall refrain from using cellular communications devices to make personal inquiries or to share information with others outside or inside the school. At the end of the school day, the building administrator may brief their staff on the details that are known with regard to the medical status of the personnel involved in the accident. Administrators should refrain from speculation and only share known factual information with their staff.

Press and other media inquiries should be forwarded to the division superintendent who will issue an official statement. If media come to the school, they shall be asked to move their operations to the school board office, so as not to disturb student instruction.

Teachers, paraprofessionals and other staff should be alert in the days following any tragic accident for delayed reactions of grief among staff and students. Notice should be given to school nurse, guidance staff, the building administrator and the division superintendent if such is noted. The division superintendent shall draw upon the school psychologist on his/her staff and counselors from all schools if necessary to deal with grief-stricken personnel.

C. Aircraft Disaster

1. Aircraft Crash Into School Building or Near Building
 - a. Building Administrator – assume role of incident commander until relieved by superintendent or assistant superintendent
 - (1) Call 911 via land line or cellular connection
 - (2) Notify the school board office
 - (3) Activate emergency exit plan using alternate escape routes if necessary
 - b. Faculty – maintain good order and discipline of students
 - (1) Assemble students upwind and away from the crash site
 - (2) Account for all students/staff
 - (3) Refer severely distraught students to guidance counselor or school psychologist if on scene
 - (4) Deny the use of cellular telephones by students
 - c. School Nurse – triage the injured
 - (1) Oversee application of first aid provided by trained faculty members
 - (2) Communicate with fire/rescue personnel extent and number of casualties
 - d. Maintenance Personnel – custodial staff

- (1) Account for all personnel and report to the building administrator
- (2) Secure power to the HVAC system if possible
- (3) Secure the main breaker to school if possible
- (4) Establish contact with the facilities manager and await further instructions

2. Aircraft Crash on School Grounds or Adjoining Property

- a. Building Administrator – assume role of incident commander until relieved by superintendent or assistant superintendent
 - (1) Call 911 via land line or cellular connection
 - (2) Notify the school board office
 - (3) Activate emergency exit plan using alternate escape routes if necessary
- b. Faculty – maintain good order and discipline of students
 - (1) Assemble students upwind and away from the crash site
 - (2) Account for all students/staff
 - (3) Refer severely distraught students to guidance counselor or school psychologist if on scene
 - (4) Deny the use of cellular telephones by students
- c. School Nurse – triage the injured
 - (1) Oversee application of first aid provided by trained faculty members
 - (2) Communicate with fire/rescue personnel extent and number of casualties
- d. Maintenance Personnel – custodial staff
 - (1) Account for all personnel and report to the building administrator
 - (2) Secure power to the HVAC system if possible
 - (3) Secure the main breaker to school if possible
 - (4) Establish contact with the facilities manager and await further instructions

D. Allergic Reaction

There will be many instances throughout the school year when students will touch, inhale, or ingest substances that may cause allergic reactions. Additionally, there will be times when students are either bit or stung by insects or spiders that may also produce allergic reactions. Some of these emergency reactions may be severe and require immediate medical attention.

Students and staff should have pertinent medical information on file with the school nurse with regard to allergies and known triggers for allergic reactions. Additionally, medical kits should be kept by the nurse for those persons who suffer severe allergic reactions.

Symptoms: general feeling of doom or fright, weakness, sweating, sneezing, shortness of breath, nasal itching, vomiting, shock, hoarseness, swollen tongue, or severe localized swelling.

Actions:

1. Assess the situation, remain calm, and make the student or employee comfortable.
2. Move the stricken person for safety reasons only.
3. Send for the school nurse or in her absence, the building principal.
4. If the person has a known allergy and also has a medication kit at the school, send for it.
5. Follow the required medical protocol for stricken person if on file with the school.
6. Observe for respiratory difficulty, and, if necessary, **Call 911**.
7. Notify parent, guardian, or next of kin as designated on school forms.
8. Administer medication, if so ordered by competent medical authority, and record the time and medication dosage if administered. Apply ice packs to bites and keep the patient warm.

E. Angry Parent/Employee/Visitor

There will be instances throughout the course of the school year where parents, employees or others may become upset with an action or perceived action by someone in the school divisions which affects that person in an adverse manner. Every action taken by school personnel, whether verbal or physical, needs to be one which will lessen the stress of the angered person. Non-hostile movements, gestures, and words can generally help in this regard.

1. Be courteous and professional.
2. Remain calm and in control.
3. Move or direct student or other non-staff bystanders to vacate the area of the confrontation.
4. Do not attempt to touch the angered person.
5. Maintain a reasonable distance and do not advance or retreat from that distance unless forced to do so.
6. Be a good listener and avoid engaging in a “blame game.”
7. Allow the person the opportunity to “vent” their anger or frustration verbally.
8. All statements by the school staff should seek to understand the problem and seek ways that the angered person feels would resolve the issue that brought them to the school and resulted in the confrontation.
9. If possible, move the confrontation out of the public eye.
10. If the threat of physical harm is perceived or the angered person threatens physical violence, another staff member that is not engaged with the person should **Call 911**.

F. Assault by Intruder – Non-Shooting/Non-Hostage – Single Victim

This crisis is not to be confused with the armed takeover of a school building as might be the case in a terrorist type incident. This scenario is one in which an assailant has entered the building and assaulted a student or staff member and then may or may not have exited the building and has not resulted in a hostage situation.

1. Assess the situation and determine if the intruder has fled the building. If the intruder has not fled the building, then the principal shall be notified immediately and shall in turn announce a **Code: Red**. If the intruder has fled the scene and is no longer on campus a lockdown will not be required, however, the exterior doors shall remain closed and locked and no personnel shall exit the building in case the assailant returns.
2. Office staff shall **Call 911** and ask for immediate assistance. If the assailant is known, that information shall be provided to the police at the time of the 911 call.
3. If the victim of the assault can be reached without endangering those attempting to do so, then the school nurse shall attend to the victim until emergency personnel arrive for possible transport to a medical facility.
4. Office staff shall notify the Superintendent of the assault immediately after notification of the sheriff’s office.
5. All staff shall attempt to suppress cellular phone calls by students, and shall not make calls themselves with regard to the incident while the situation remains in flux.
6. Inquiries from parents and others shall be directed to the office of the Superintendent so that school phone lines remain open.

7. Building administrators shall prepare a written memo to all staff regarding the incident. A similar communication will be addressed to the parents and guardians of all students in all schools by the office of the Superintendent.
8. The crisis response team will be made available to work with students and staff that have been traumatized by the incident and feel the need for counseling services.

G. Bomb

In today's domestic climate, post 9/11/2001 ("9-11"), the bomb threat scenario has taken on a new meaning. Whereas before "9-11," most bomb threats were generally called in by persons attempting to disrupt court proceedings in Saluda, while today, those threats taken on a more ominous possibility. Today we must assume the possibility of terrorism, and persons receiving telephoned threats must not only listen carefully to what is said, but must also listen for accents of the person making the threat.

Bomb threats may also be made in writing or in person. In some instances the threat may be related through an intermediary source. In all cases and regardless of manner of transmission, local law enforcement personnel will be notified for appropriate action. School personnel will act appropriately as detailed in this plan when time is of the essence and law enforcement evaluation and action cannot be taken within the time frame of the threat.

In all cases that are determined to be hoaxes after the fact, officials must assume that the response of school personnel and law enforcement agencies has been observed by the person or group making the threat as a matter of intelligence gathering for future actions.

In the event a threat is received from a telephone caller the following actions shall be taken by the person in receipt of the call.

Person receiving a telephone threat:

1. Remain calm and record as much information as possible on the form provided in this plan.
2. Keep the caller on the line as long as possible.
3. Get word to the building principal by the most expeditious means.
4. Try to write down verbatim what the caller has said to you, as well as any background noise or conversation that is heard during the call.
5. Get as many specifics as possible with regard to time, place, and type of bomb from the caller.

Building Administrator:

1. Remain calm and **Call 911 for immediate threats** or 758-2779 for non-immediate threats.
2. **If threat is immediate**, follow fire alarm procedures and make announcement using the code word of the week.
EXAMPLE: "Teachers, move all students to safety without delay using normal fire escape routes – **"BLUEBIRD."**

3. Notify the Office of the Superintendent immediately regardless of the immediacy of the threat.

Office of the Superintendent:

1. Notify the Director of Operations via cellular phone (832-0457).
2. Notify school board.
3. Prepare a statement for media and parents for Clerk of the Board to disseminate.
4. Have school buses ready to transport students to another location. No student or faculty member will be allowed to leave by personal vehicle.

Professional Staff:

1. Account for all students.
2. Maintain calm among students.
3. Suppress cellular telephone calls/text messages by students.
4. Follow directions provided by the building administrator with regard to re-entry of the building or movement on students while outside the building.

Director of Operations:

1. Move to law enforcement command post established at the school.
2. Establish communications with the Office of the Superintendent and the school's maintenance and custodial staff.

Maintenance and Custodial Staff:

1. Leave the building and meet at your school marquee sign.
2. Establish communications with the Director of Operations and standby for further instructions.

H. Bus Accident

Although the school division takes great pride in the safety provided our pupils, there are those infrequent occasions when accidents will happen. Bus accidents are usually dramatic due to the number of persons involved and the possibility existing for numerous injuries. All must remember the anxiety of parents and loved ones when these accidents occur and take appropriate steps to alleviate some of the stress through the transmission of timely and accurate reports to all concerned.

1. The driver will immediately notify the sheriff's department and the Director of Operations of any accident involving their bus. The Director of Operations will immediately dispatch an assist vehicle to the scene. The division's lead

mechanic will determine whether the bus can safely resume the trip it was making with a relief driver. The driver of the bus involved in the accident will be taken to a medical facility and be tested for drug and alcohol content as required by law.

2. The driver will render first aid as required if physically capable and keep all passengers safe from further danger while awaiting aid.
3. Building administrators and school board members will be notified by the Office of the Superintendent, if an accident occurs while buses are en route to the school or are returning students to their homes on their daily runs.
4. The Office of the Superintendent will transmit a general notice to ALL parents/guardians through the “Instant Alert” notification system being put into operation this year. The Clerk of the Board will transmit a press release to the media.
5. Parents of students on the affected bus will be personally notified by the Office of the Superintendent. The Superintendent or his representative will meet parents/guardians at medical facilities and provide information as required.
6. The Director of Business and Support Services will notify the division’s insurance carrier and act as the liaison between parents/guardians and the insurance carrier as needed.
7. ALL accidents will be investigated within the school division and a final report will be filed with the Superintendent. The Superintendent will apprise the school board of the findings of the report. Recommendations contained in the report will be evaluated by the Director of Operations and the Superintendent for further action.
8. Building administrators will determine the need for the Crisis Response Team to work with the students and staff in their schools and provide input to the Office of the Superintendent.

I. Bus/Auto Accident on Trips Away From Middlesex County

Although the school division takes great pride in the safe transportation provided for our students, there are those infrequent occasions when accidents will happen. Bus accidents are usually dramatic due to the number of persons involved and the possibility existing for numerous injuries.

All must remember the anxiety of parents and loved ones when these accidents occur and take appropriate steps to alleviate some of the stress through the transmission of timely and accurate reports to all concerned. To this end, it is imperative that a manifest list of persons boarding the bus or riding in an automobile for a trip out of the county be left at the school or school board office prior to departure.

On numerous occasions throughout the year both students and staff will use school division automobiles to attend activities and conferences outside the limits of Middlesex County. All drivers shoulder the responsibility for the safe operation of the vehicles with which they are provided.

1. If capable, the driver of the bus or automobile or another passenger in the vehicle will immediately **Call 911** to report the accident. Also, if capable, call the Office of the Superintendent (804-758-2277), if during the normal workday. After work hours, call the Director of Operations at 804-832-0457. (See card in glove box for notification telephone numbers.) The Director of Operations will make a determination as to the disposition of the vehicle after consultation with emergency workers at the scene.
2. The driver will render first aid to any student passengers while awaiting emergency workers. Adults may assist each other as necessary when the passengers are all adult staff. The driver of the bus involved in the accident will be taken to a medical facility and be tested for drug and alcohol content as required by law.
3. Parents/guardians or other next-of-kin will be notified by the Office of the Superintendent.
4. The Director of Business and Support Services will notify the division's insurance carrier and act as the liaison between parents/guardians and the insurance carrier as needed.
5. ALL accidents will be investigated within the school division and a final report will be filed with the Superintendent. The Superintendent will apprise the school board of the findings of the report. Recommendations contained in the report will be evaluated by the Director of Operations and the Superintendent for further action.
6. Building administrators will determine the need for the Crisis Response Team to work with the students and staff in their schools and provide input to the Office of the Superintendent.

J. Chemical Spill

Generally chemical spills will be confined to a single classroom where students and teachers would be conducting scientific studies or demonstrations. Our science classrooms are equipped with safety apparatus for conducting experiments in which hazardous gases may be generated or in which caustic substances may be created or used. However, accidents do happen despite good intentions and the following of safety protocol. Additionally, it is possible that a contractor working in a school could accidentally release toxic substances into the school environment or a fluorescent light bulb may break in an interior space.

As a general rule, the minimal and immediate response will require the sealing off of the affected classroom or work area. It may also be necessary for the building occupants to be evacuated to safe areas while clean up and containment

operations are carried out. Once evacuated, no one will be permitted to return for any reason until it is deemed safe to do so by competent authority.

1. Faculty or staff will immediately notify the building administrator of a spill or release of potentially harmful substances into a school. Concurrently, all persons within the space will evacuate the space as directed by the person in charge (teacher, maintenance person, contractor, etc.). No one will remain in the space attempting to deal with the situation; thus, they do not become an unintended victim of the spill or release.
2. The building administrator will notify the maintenance staff to secure the HVAC system if at all possible so that potentially harmful substances are not carried throughout the interior of the school or are not brought into the school through air exchange operations of the air handler damper systems.
3. **Call 911** and request a hazardous materials (HAZMAT) response team be dispatched to the scene as well as ambulances if needed, per the evaluation of the school nurse.
4. Notify the Office of the Superintendent and the Director of Operations of the incident so that pupil transportation can be arranged if necessary to take students to an alternate site or to their homes.
5. The Office of the Superintendent will notify parents through the “Instant Alert” system with a general announcement. Parents/guardians and other next-of-kin will be personally notified if a student or faculty member is a victim of the spill. The Superintendent or other staff will notify the school board of the incident and any personnel casualties. Faculty and administrators shall attempt to suppress the use of cellular telephones by students.
6. The Director of Business and Support Services will arrange for professional cleaning of the contaminated site and the certification of decontamination. The building will not be reoccupied until it has been certified safe to do so.
7. A post-incident investigation of the spill or release will be made and a report issued to the Superintendent and the school board.

K. Kidnapping/Parental Abduction

Kidnapping and parental abduction cases are far too prevalent in society today. We must guard against unwitting participation in these crimes. These crimes are law enforcement matters and not school matters.

1. All school personnel should report to building administrators any attempt by someone other than the parents or legal guardians of a student to take a child from the school or school property, including school buses and school bus stops. If the name of the person is known that information is to be given to law enforcement personnel. If the name is not

known, then a physical description of the individual and description of any motor vehicle the student was taken to shall be provided to the Sheriff's Office.

2. Additionally, when the schools have been made aware of child custody battles and court orders pertaining thereto, administrators shall make appropriate personnel aware of them.
3. Procedures for student release and parent/guardian pick-up of students when school is dismissed shall be put in place to guard against the wrongful taking of a child from school property.
4. Bus drivers are directed to ensure that students are dropped off at those stops authorized by the parents/guardians and that PK – 2 students are met at the bus stop/home by a caregiver known to the driver and the student.
5. School bus drivers shall remind students to warn them when someone attempts to take them that is not authorized to do so and those students will be returned to the school or the Sheriff's Office while the parents/guardians are notified to come and take custody of their child/children.
6. School administrators will immediately notify the sheriff's office of any reported attempts by persons to unlawfully take a child from school property, including school buses and school bus stops.
7. Records of convicted sex offenders known to reside in Middlesex County and the surrounding counties shall be maintained by the Director of Operations and made known to building administrators and school bus drivers as notices arrive at the school board office.

L. Disaster

In this context, "disaster" refers to an event of horrific proportion generally characterized by death and/or destruction that may affect the families of many children or may simply traumatize students and/or faculty to an extent that it carries forth to their performance in school. In our close-knit community, the death of a family on the highway or in a house fire could be classified as a disaster just as a terrorist incident in a major U.S. city might instill the same feelings of vulnerability or grief in a school's population. Weather events that do not impact a school building, but decimate a great deal of the community would also be considered a disaster in this context.

Building administrators, teachers and guidance staff need to be attuned to the pulse of their schools, and the community as well, to ascertain whether an event warrants the use of the Crises Response Team. If it appears that more counseling is needed beyond that which can be handled by the school guidance staff and faculty, a request for assistance should be made to the Office of the Superintendent.

1. Following a disaster building administrators and the Superintendent shall hold meetings with their staffs in order to gauge the depth and breadth of the emotional impact caused by a disaster.
2. Based on these findings the staffs may need counseling and it will be offered.
3. In turn building administrators will monitor their student populations and notify the Office of the Superintendent if the Crisis Response Team is needed in their schools to deal with grief or other emotions impacting the students' ability to focus on academic work.
4. If needed, the Superintendent will activate the Crisis Response Team.

M. Disaster Preventing Dismissal

It is possible that a disaster in the vicinity of the school or in the greater community could create a situation where multiple power lines are down or roads are blocked in sufficient number that school buses cannot move about to carry students to their homes. Some of those situations are covered in other parts of this plan.

If unable to dismiss students or if county, state, or federal officials ask that we hold students in their schools the following procedures will apply.

1. Prepare a statement, with input from the Office of the Superintendent, providing necessary information to both students and staff.
2. Provide the statement to the teachers to pass to their students and then make general announcements over the school's PA system with regard to updated information when available.
3. The Office of the Superintendent shall send out initial information and updates to parents/guardians via the "Instant Alert" notification system.
4. School administrators shall remain in contact with the Office of the Superintendent and stand ready to follow instructions with regard to expected length of stay and whether to plan for the accommodation of non-school personnel in need of food and shelter. Gymnasiums shall be reserved for this contingency and be prepared for intake of personnel if notified to do so.
5. The Food Service Manager will plan food and refreshments for all and make needs known to building administrators.
6. School nurses should be cognizant of student medication needs and prescription schedules and shall notify their school administrators if medical emergencies exist or may arise due to lack of medications. Those needs will be relayed to the Office of the Superintendent for further action.
7. The Office of the Superintendent will consult with the Crisis Response Team and arrange their situational use.

N. Fire/Arson/Explosives

Our students and staff are most familiar with the “fire drill” procedures that they have followed since they first began school and this same procedure is used in several instances throughout the plan. Fire safety is the responsibility of everyone in the school. Any safety hazard shall be brought to the attention of the building administrator and be corrected in a most expeditious manner.

In case of fire, either accidental or arson, or the detonation of an explosive, either accidental or purposeful, administrators, staff, and students will follow this procedure.

1. Go to the nearest pull box and actuate the fire alarm, per the procedures on the device.
2. **Call 911** and report the fire or explosion while the building is being evacuated per the posted routes in an orderly manner, unless alternate routes must be used due to the fire or explosion.
3. Maintenance and custodial personnel shall secure electrical power to the affected portion of the building, if safe to do so and ensure the fire lanes are clear.
4. School staff shall ensure all occupants are well clear of the building.
5. Call the Office of the Superintendent and inform them of the circumstances that you know with regard to the crisis.
6. Request any resources that you think you may need.
7. The Director of Operations will alert the school bus dispatcher, who will standby to call in bus drivers to evacuate students or provide temporary shelter for them in inclement weather.
8. When the status of the building’s occupants is known the Office of the Superintendent will send an alert message over the “Instant Alert” system.
9. After consultation with fire department and other law enforcement authorities, building administrators will consult with the Superintendent and make a determination to re-enter the building and resume normal school routine or dismiss students for the remainder of the day.
10. The “Instant Alert” system will be used to notify parents/guardians and others as to the decision.
11. Once the fire department investigators or other law enforcement officials have concluded their investigation, the building administrator or Superintendent will send a letter to parents/guardians to share with them the information that they can.
12. The building administrator will apprise the school staff of the findings when known as well.

O. Gas Leak

The liquid propane fuel used at the high school and middle school is provided in certified containers that are checked annually by the contract provider. The most likely cause for a gas leak would be in conjunction with some other catastrophic event such as a weather vent that might cause the bottles to be disturbed or a gas line within the school to be ruptured.

Propane gas has an additive that gives it a distinct odor. Whenever this odor is smelled inside the building, it calls for immediate and orderly evacuation of the building. The gas company and emergency services should be called immediately.

1. Upon report of a gas leak in the building the building administrator will order the immediate evacuation of the school. The high school science teacher on duty should shut down the gas within the affected classroom immediately while ordering the students to leave the room in an orderly fashion. At the middle school the maintenance worker on duty will secure the gas to the boiler and hot water heater, if gas is smelled outside the building.
2. The building administrator shall **Call 911**, the Office of the Superintendent, and the Director of Operations to report the leak and have all students vacate the school and move a safe distance from the building.
3. The “Instant Alert” system will be used to send notice to parents.
4. Once emergency personnel have declared the school safe for reentry the building administrator shall have students and faculty return to classes.
5. During winter months the bus dispatcher will alert drivers to the possibility of early dismissal.
6. The gas contractor will make appropriate repairs and systems tested prior to renewed usage.
7. A post-incident investigation will be conducted and a report of findings will be presented to the Superintendent and the school board. Recommended measures to prevent future gas leaks will be considered and used if there is merit in those suggestions.

P. Hostage – Armed/Dangerous Situation

In the school setting a hostage situation will generally come about as the result of another crime (e.g. a botched kidnapping or parental abduction) not going as planned by the perpetrator and when caught in the act the criminal takes a hostage or hostages as bargaining chips. This is different from a terrorism situation in which the object of the criminal(s) is to get as much media coverage as possible in order to create fear in a populace. However, depending on the number of hostages the armed criminal has control of, and his/her state of mind there could be a great number of casualties and thus an even greater crisis to deal with.

When this situation arises at a school, take the following measures:

1. **Call 911** and give the Sheriff's Office as much information as possible. Keep the dispatcher on the line so that updated information continues to be fed to responding personnel. Have another person notify the SRO.
2. Evaluate the situation and decide whether to announce a **Code: Red, Code: Blue, or a combination of the two for different sections of the campus.**
3. Try to maintain communications with the hostage taker until relieved by law enforcement personnel of responsibility for handling the situation.
4. Notify the Office of the Superintendent.
5. The Director of Operations will respond to the school to serve as a liaison with law enforcement in the command center when established.
6. The Director of Operations will arrange for school buses to provide further evacuation and/or shelter for students who have been evacuated from the building.
7. The Superintendent will activate the Crisis Response Team.
8. The Superintendent will use the "Instant Alert" system to notify parents of the situation. No hostage list will be given out. Parents/guardians of known hostages will be personally notified by the building administrator and offered the opportunity to meet with the Crisis Response Team at the school board office while the hostage situation is resolved.
9. When the situation is resolved the Crisis Response Team will be made available to students and staff and may be augmented by other mental health workers if available and needed.
10. The building administrator will meet with his/her staff in a timely manner after the situation is resolved to discuss the incident and seek ways to improve security or to be more aware of the possibility that this type situation might be brewing, i.e. look for warning signs that may have been noticed but not reported for any number of reasons.
11. The building administrator and the Superintendent will create a narrative report for the School Board and send a letter to the parents/guardians of all students in the school division.

Q. Perceived Crisis

It is said that your perception is your reality. Therefore, if a crisis is perceived it has to be dealt with and cannot be ignored, even if it is not real. Events in the community that have nothing to do with school may be perceived to be brought to school and a crisis will develop because of it. School administrators must be attuned to what is going on or is being said in the community, so that they can be prepared to deal with those things when they surface in the school.

1. Building administrators will alert the Superintendent if they have any idea that a perceived crisis might be brewing.
2. Administrators shall be pro-active and will take actions to dispel rumors and calm emotions before they erupt in our schools.
3. Administrators and counselors shall meet with students and parents to make sure there are no misunderstandings that could lead to an actual crisis.
4. Administrators will keep lines of communication open with students, staff and community groups.
5. When the perceived crisis has passed, administrators will meet with staff and student representatives to conduct follow-up interviews to ascertain if everything that could have been done or should have been done was done and done at the right time.
6. Building administrators shall keep the Superintendent apprised of the progress of their efforts to defuse the situation.

R. Poisoning

There are numerous materials in schools that are poisonous if ingested or inhaled. If the materials are those used by the custodial or maintenance staff, then there will be a Material Safety Data Sheet (MSDS) in the storeroom where the material is stored. The MSDS has first aid information that relate to the particular product they are identified with. For other materials that are the property of the school there are often first aid notices included as a part of the products' labels. Items brought to the school by teachers or students may be more difficult to deal with and may require a call to the National Poison Control Center to resolve.

In the event a student or staff member is suspected of being poisoned the following steps should be taken:

1. **Call 911** and notify the school nurse.
2. **Call the Poison Control Center at 1-800-222-1222.**
3. The nurse will administer first aid until emergency service workers arrive on scene.
4. Notify the Office of the Superintendent.
5. The Superintendent will notify the school board.
6. A thorough investigation will be made into the circumstances surrounding the poisoning of any student or staff member. A possible suicide attempt by the victim must be addressed as a part of this investigation.

S. Power Failure

Power failures can occur at anytime and for a variety of reasons. Most power failures that we have suffered in recent years have been associated with foul weather and have not been lengthy in nature. Still, the potential exists for there to be a lengthy outage that might require closing our schools early.

If a school loses electric service the following procedure shall be followed.

1. Notify the Director of Operations via cellular phone (832-0457) and the Office of the Superintendent (758-2277).
2. If a maintenance worker is in the building, he will seek to determine if power loss is local to the school only.
3. The Director of Operations will notify Dominion Virginia Power and seek information relating to the cause and estimated time of power restoration. In the absence of the Director of Operations, the maintenance staff in the building will call the power company.
4. The maintenance staff will ensure the emergency generator (if equipped) is running and equipment required to remain in service is online. Faculty and other staff will need to make determinations as to whether they will save and secure their computer terminals, particularly those terminals that are not on uninterrupted power supplies.
5. The building administrator will make a general announcement to the faculty and staff with regard to actions being contemplated based on information obtained from Dominion Virginia Power and the maintenance staff. If school is to be dismissed early, the "Instant Alert" system will be used to notify parents/guardians of the affected students.
6. If a safe, secure, and healthy environment cannot be maintained, a recommendation to dismiss school early may be made. A determination to dismiss school early is the sole discretion of the Superintendent.
7. Staff will maintain order and provide emergency lighting as needed for safe egress from the school.

T. Rape/Sexual Assault

If a rape or sexual assault occurs on campus, there are specific procedures to follow.

1. **Call 911** and provide the details provided by the victim or witnesses.
2. Direct the school nurse and SRO to aid the victim as necessary and preserve any evidence available at the scene.
3. **Immediately notify** the victim's parents/guardians or spouse of the rape or sexual assault and inform those persons where emergency workers have taken their child or spouse.
4. Prepare a statement for all parents, with assurances that proper procedures were in place and were followed by school personnel. Instruct personnel with knowledge of the crime to only share their information with law enforcement investigators.
5. Involve the staff in actively quelling any rumors being spread about the incident.

6. All concerned must remember that both the victim and the alleged rapist have privacy rights and those rights need to be protected.
7. Keep an ear out for the affects of this violent crime on all members of the school community and seek the use of the Crisis Response Team from the Superintendent if warranted.
8. Meet with the school staff, parents, and student representatives to determine if there are new measures that they feel should be instituted by the administrators to provide for a safer school environment.

U. Shootings/Woundings/Attacks

This section applies to a person or persons coming onto a school campus for the express purpose of doing physical harm to another person or group of persons with firearms, knives, other weapons, or martial beating using hands, feet, knees and elbows.

While Middlesex County does not have youth gang activity that even closely approximates that of urban areas of Virginia, it is not beyond the realm of possibility that a student or group of students could raise the ire of a gang from an urban area that would then travel to Middlesex County for the purpose of exacting a “pound of flesh” for some transgression or perceived demonstration of disrespect by some of our students while involved in a school related or non-school related function or event.

As such, the following procedure will be followed.

1. Upon receipt of a report of such activity, **Call** 911 and provide details of the shooting, wounding or attack, including casualties, and descriptions of individuals and vehicles who perpetrated the attack.
2. Send a school staff member to represent the school with rescue vehicles to each emergency facility where students or staff members are taken. These staff members will interact with parents/guardians at the emergency facility and establish a link to the school for the passing of information.
3. If there is a School Resource Officer (SRO) on campus, notify him/her immediately and summon him/her as well as the school nurse to the scene of the crime over the PA system while announcing a **Code: Red**.
4. Notify the Office of the Superintendent and keep a log of the events as they unfold.
5. The SRO will identify and interview witnesses to the attack and preserve evidence at the crime scene.
6. The Office of the Superintendent will prepare and send an alert to parents/guardians using the “Instant Alert” system after personal notification of the parents/guardians of the victims has been made.
7. The Superintendent will activate the Crisis Response Team and send them to the school.

8. The Director of Operations will respond to the scene to assist the building administrator and prepare for the possible early dismissal of students from the school.
9. Custodial and maintenance personnel will not tamper with or attempt to clean up the crime scene until told to do so by the Director of Operations.
10. The building administrator will assist the Superintendent with preparing a letter to the parents/guardians of all students in the school division to apprise them of the situation and the steps being taken by the Superintendent and building administrator.
11. The building administrator will meet with his/her staff as soon as practicable following an event of this nature to relate the facts that are known and to discuss renewed prevention efforts.

V. **Suicides/Attempted Suicides**

On average, one Virginia teen dies each week as a result of suicide. This can happen in Middlesex County and is not something that only happens in big cities.

A. In School

1. A successful suicide attempt in school can be a devastating event, particularly for those who happen to witness the event or the aftermath.
2. An unsuccessful attempt can be disconcerting to witnesses as well.
3. Tell the person reporting the suicide attempt to not share that information with other students and keep that person with you. Suppress the sharing of the information via cellular phones.
4. School administrators **Call 911** for emergency services and have the school nurse remain with the victim.
5. Notify the Office of the Superintendent immediately.
6. Arrange for personal notification of the parent/guardians or next of kin as appropriate.
7. The Crises Response Team will meet with witnesses and close personal friends of the victim as soon as possible that same day.
8. School administrators shall alert parents/guardians of all students through a personally signed notice of the loss of the victim. Ask them to work with their children at home and in their churches.

B. Away From School

1. The Superintendent will alert the Crisis Response Team to meet with students and staff at the schools where the grief for the loss of the victim is felt. Be ready to augment the crisis response team with more counselors depending on the number of grieving students and teachers.

2. At an appropriate time at the beginning of the school day school administrators will make an announcement that grieving students and teachers can meet with counselors in a place designated for this purpose.
3. School administrators shall alert parents/guardians of all students through a personally signed notice of the loss of the victim. Ask them to work with their children at home and in their churches.

W. Terrorism

Terrorism is the latest threat to the welfare of everyone in the education community and safety of our schools in general. Since the U.S. was attacked on September 11, 2001 (“9-11”) there have been numerous plots and attacks throughout the world including a horrific attack on a school in Beslan, Russia on September 1, 2004. That terrorist attack on the first day of their school year took the lives of nearly 400 people, of which 334 were hostages (students/parents/staff) over a three day period.

Terrorists have stated that they intend to attack our schools in the U.S.A., with Beslan serving as practice run. All persons in our schools must be vigilant in reporting odd or suspicious activity in and around our schools to building administrators or law enforcement officials. The stated primary targets are middle schools, due to the age of the females as objects of rape and the immaturity of the males, who are unable to effectively fight their adult attackers.

On a daily basis, school entrances, other than the main /visitor entrance, are to remain closed and locked at all times when not in use. Students and faculty should not open locked doors to accommodate the entry of persons they do not know. The building administrator should be notified if unknown persons are attempting to enter the school at locked entrances.

While terrorist attacks may be either conventional, such as Beslan, using guns, grenades, and bombs, or unconventional, employing the use of nuclear, biological, or chemical (**NBC**) weapons, either means can yield mass carnage instilling fear among our populace – the object of terrorism. Of course, our schools are not equipped to repel attackers who are intent on mass murder, nor are they equipped to effectively respond to unconventional weapons attacks. In either case, our best defenses are vigilance, such as reporting things that are not ordinary, and adherence to established protocols, such as keeping exterior entrances closed and locked when not in use.

In the event of either conventional or unconventional terrorist attacks the following procedures will be taken:

Conventional:

1. **Call 911.** Then notify the Office of the Superintendent.
2. Evaluate the conventional attack and determine the best course of action – lockdown (**Code: Red**) or flight (**Code: Blue**).
3. An Incident Command System (**ICS**) command post will be established and all actions of school personnel will be controlled through the incident commander.
4. The Crisis Response Team will receive augmentation from other agencies to deal with this large a crisis.
5. All media inquiries will be addressed by the component of the ICS designated to do so by the incident commander. School division personnel shall not address school division policy in interviews with media, but may address personal emotions or personal involvement in the incident.

Unconventional:

1. Unconventional attacks require the delivery of an NBC agent, normally an airborne threat in our rural environment with primarily independent water supplies (wells). If a mass airborne threat is announced by government authorities, all persons shall remain in the building, seated or lying on the floor, calm and quiet. (Conserve energy and oxygen.)

Generally: Classroom doors should remain unlocked and closed. The HVAC system must be secured immediately and if time permits all intakes will be sealed as well. The building should be sealed to prevent **NBC** contaminants from entering the building. Duct tape is an excellent temporary sealant for doors and windows that can be opened. Teachers will be furnished tape for this purpose. The building should remain sealed until an “All Clear” is given by law enforcement, military or emergency workers. The HVAC system cannot be restarted until it has been determined that it is not contaminated.

5. If intelligence agencies receive credible information indicating there may be attempts to deliver NBC contaminants via letters or packages, then no letters or packages will be delivered to or opened in any school building. If an attack such as this has occurred, the room where the package was opened shall be cleared and sealed until certified free of contaminants.
6. Persons suspected of being in contact with NBC materials shall be evaluated by medical personnel.

X. Tornado

In the U.S. tornado season typically begins in April and has generally run its most dangerous period by June, but extends into August. While Virginia is not ranked in the upper half of the states by occurrence or loss of life, the state normally does experience tornado events annually. Thus, the Virginia Department of Education requires statewide tornado awareness and preparedness drills in all schools in March each year.

Due to the floor plan configuration of our schools the safest place for students and staff would be on the ground floor in interior hallways. Our classrooms have a large number of glass windows that can cut a human being to ribbons when blown out by the high velocity winds of a tornado or when penetrated by debris being thrust through them by those same winds. The interior hallways offer the best protection from that possibility.

1. When a tornado or severe thunderstorm watch is in effect the schools will be notified so that they are ready to move should a tornado warning be issued. Building administrators will forewarn their teachers and have any students that are outside move into the building. The Director of Operations will closely monitor the weather when a severe weather watch is in effect.
2. When instructed to do so by the building administrator, teachers, with a class roster in hand, should move students into the interior hallways and have them sit in a fetal position against the wall (North and East Walls are preferable.) or lay in a fetal position next to the wall with a book bag over their head and neck. Once their class is ready they should report their readiness to the building administrator.
3. The school nurse will collect her first aid kit and stay with the principal.
4. The principal will notify the Office of the Superintendent that they are ready for the severe weather event.
5. Once the danger has passed, the schools will be notified by the Office of the Superintendent and the “all clear” can be passed down the line so that students may return to their classrooms.
6. In the event a school is struck by a tornado or a “microburst from a severe thunderstorm” their may be personnel casualties in addition to building damage. Teachers and staff should do their best to aid the school nurse with first aid until emergency workers are on scene and are relieved. It is imperative that all students and staff be accounted for.
7. Once emergency workers are on scene they will establish a command post and take charge. School staff will assist as directed.
8. The Director of Operations will have buses ready to pick up students from the affected school as needed.
9. Maintenance staff will establish communications with the Director of Operations and assist as directed.

Y. Vandalism

Vandalism takes many forms and some have more serious ramifications than others. While gang activity is not prevalent in Middlesex County, there is a racial undercurrent that exists from past racially discriminatory practices and cultural history. That undercurrent may be manifested in graffiti depicting racial epithets on school property or in the destruction of school property in an attempt to threaten or intimidate others, i.e. the destruction of a locker or other school property assigned to a minority student. Additionally, there is more often graffiti that is of a sexual nature which is intended to intimidate or harass either students or staff. Vandalism cannot be tolerated.

Damage may be minor or major. All acts of vandalism need to be reported to the school administration and then to law enforcement officials for investigation. Before repairing vandalized school property photographs should be taken for the purposes of investigation. Acts of vandalism are proscribed by the student code of conduct and the consequences require restitution in all cases as well as possible suspension or expulsion.

When vandalism occurs the following procedure shall be followed:

1. Make a photographic record of the damage and the surrounding area for your investigation before having the damage cleaned or repaired.
2. Inform the school resource officer (SRO) or the sheriff's office if the SRO is not available for investigation.
3. Notify the Office of the Superintendent and the Director of Operations.
4. If the vandal(s) is/are discovered, vigorously prosecute and obtain restitution as a minimum.

Z. Weapons Situation

This final topic is probably one of the scariest for school administrators, faculty and staff to deal with. While you may be able to determine the emotional state of someone as it is observable, no one knows the mental state of the person or persons bringing weapons into the school setting. It is obvious that they have disregarded, at least temporarily, the rules and consequences for their actions. Therefore, one must assume that they are dealing with mentally unstable persons, whether they are known or unknown to school personnel.

All members of our school communities need to pay attention to the signs that may be presented by others within those school communities and take a pro-active approach to preventing a weapons situation. Bullying and taunting are prime motivators for revenge in school age children. These behaviors should not be tolerated by anyone seeing them in the

school setting. Students, faculty and other staff witnessing these activities should report them to school administrators for preemptive action.

Our children, generally speaking, have exposure to a great deal of violence through many media and the use of guns is often a part of that violence. There are many guns in homes within our rural county and sometimes these weapons find their way into the hands of students who may not fully understand the ramifications of their use due to their age or state of maturity. Nonetheless, the consequences of these children bringing a gun to school can be fatal.

It is obviously preferable to defuse this most serious type situation before it occurs. However, with that said, when the situation arises it must be dealt with very carefully.

1. **Call 911.** An immediate call for assistance from local law enforcement personnel is necessary, even if those carrying weapons seem to be reasonable and in control by their displayed emotional state when encountered. Do not assume that you or anyone else is going to be able to defuse the situation with words or gestures even if you have an established personal relationship with the student(s) or person(s) wielding the weapon(s). By simply interacting with the armed individual(s), you may become an unintended victim.
2. Administrators, faculty, students and staff need to move away or seek cover from persons carrying weapons. (Moving away is preferable.) Any gun may be accidentally discharged when the safety/safeties is/are off or if the gun is damaged in a manner that precludes the safety/safeties from working properly.
3. If a gun is discovered in the possession of a student who is not threatening anyone with it at the time, teachers should move their students from the vicinity of the weapon and call the school office for assistance. **DO NOT handle** a found weapon. It is a part of a crime scene and may accidentally discharge wounding you or another person.
4. If a gun is being wielded in a threatening manner a **Code: Red** shall be announced over the public address system. Teachers need to respond immediately and maintain calm and quiet in their classrooms until the situation is resolved. If the school has a School Resource Officer (SRO), that officer will contact the building administrator to be apprised of the situation.
5. Maintenance and custodial workers should exit the building if possible to act as observers from outside the building. They shall ensure that the Office of the Superintendent and the Director of Operations are notified of the situation immediately.

6. The Director of Operations will move to the law enforcement command post at the affected school to serve as the communications liaison between the Superintendent and the law enforcement force on scene. Once on scene, law enforcement personnel will assume command for the duration of the incident.
7. The Director of Operations will direct the bus dispatcher to notify drivers to man their buses and stage at a situational designated location and await orders to evacuate students and staff to a designated location if necessary.
8. The Superintendent will mobilize the Crisis Response Team. The Superintendent will prepare and release a message for the “Instant Alert” system.

VI. Accountability and Training

A. Accountability

1. The School Board is responsible for the periodic review (at least annually) of the Crisis Management Plan and should question the Superintendent, if they note any deficiencies.
2. The Superintendent will conduct periodic review of the plans in each school (at least annually) to ensure that they have been updated as needed.
3. Building administrators will maintain up-to-date plans are in the hands of each member of their staff.
4. Staff members will review their plans as required by their building administrators and act in accordance with their plans.

B. Training

1. The Superintendent shall ensure adequate training is provided for all school personnel with regard to their duties and responsibilities established by the plan.
2. The Director of Operations will conduct periodic readiness assessments of all schools for different scenarios set forth in the plan and report the results of those assessments to the Superintendent. Assessments should be timed to be the least disruptive to the learning environment as possible. Readiness assessments should be used as learning opportunities and will not be “surprise” drills.
3. The Director of Operations shall receive all reports of self evaluation submitted by the schools and forward them to the Superintendent for review and comment.
4. Building administrators shall ensure that their staffs are aware of their responsibilities as outlined in their plans and that their personnel are adequately trained and exercised in the use of the plans. Exercises may be “table top” or actual scenario enactments.
5. It is not the intent of any training exercise to traumatize any student or staff member, and this should be kept in mind when devising scenarios to exercise school crisis management plans.
6. Joint training exercises may also be conducted with cooperating agencies with the permission of the Superintendent.

VII. Victims of Crimes on School Property

- A. The Department of Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Compensation Fund (VCICF) shall be immediately notified, so that they can deploy assistance in the event of an emergency as defined in this plan, when there are victims as defined in this code section, per Virginia Code § 19.2-11.01 as amended in July 2009.
- B. This notification is to be made by the school division Superintendent and is to be verified to have been made by the principal or his/her designee of the school involved.
- C. DCJS can be reached at 1-888-887-3418.
- D. VCICF can be reached at Victims Services 1-804-786-3923.
- E. If state resources are going to be requested, the above notifications shall be made through the emergency coordinator for Middlesex County.

VIII. Pandemic Preparedness Plan

This plan was originally published separately, but is being incorporated into the general crisis management plan at this juncture. (See table.)

DIVISION WIDE PANDEMIC PREPAREDNESS PLAN

PLANNING AND COORDINATION

ACTION NEEDED	RESPONSE	WHO	WHEN	NOTES
1. Identify the authority responsible for declaring a public health emergency at the state and local levels and for officially activating the district's pandemic influenza response plan.	Identify agencies needed during a pandemic: State level- State Dept. of Health; Local level – Three Rivers Health Dept.; District level – Superintendent of Schools contacts.	Superintendent	Spring 2006	
2. Identify for all stakeholders the legal authorities responsible for executing the community operational plan, especially those authorities responsible for case identification, isolation, quarantine, movement restriction, healthcare services, emergency care, and mutual aid.	Participate in a community group made up of representatives from the police department, fire and rescue departments, health department, local physicians, and Town officials to coordinate community plans.	Superintendent, Health Dept., County Administrator, BOS	Periodic meetings Planning and communication is ongoing.	
3. As part of the district's crisis management plan, address pandemic influenza preparedness, involving all relevant stakeholders in the district (e. g., lead emergency response agency, district administrators, local public health representatives, school health and mental health professionals, teachers, food services director, and parent representatives). This committee is accountable for articulating strategic priorities and overseeing the development of the district's operational pandemic plan.	Form a committee for Pandemic Preparedness Planning. District stakeholders include: MCPS School Board, Superintendent, principals, assistant principals, nurses, central office staff, technology director, head of maintenance, school resource officer, web manager	Superintendent	Periodic Meetings	
4. Work with local and/or state health departments and other community partners to establish organizational structures, such as the Incident Command System, to manage the execution of the district's pandemic flu plan. An Incident Command System, or ICS, is a standardized organization structure that establishes a line of authority and common terminology and procedures to be followed in response to an incident. Ensure compatibility between the district's established ICS and the local/state health department's and state education department's ICS.	Work with local health department – Three Rivers Health Department.	Dir. Sp. Pgs & Technology	Not Scheduled	
5. Delineate accountability and responsibility as well as resources for key stakeholders engaged in planning and executing specific components of the operational plan. Assure that the plan includes timelines, deliverables, and performance measures.	Organize pandemic preparedness committee to plan and implement pandemic plan. Request help from Three Rivers Health Dept.	Supt., Dir. Sp. Ed.	Committees periodically update division plans and school plans.	Meeting Dates: Spring 2006 Summer 2006
6. Work with your local and/or state health department and state education agencies to coordinate with their pandemic plans. Assure that pandemic planning is coordinated with the community's pandemic plan as well as the state department of education's plan.	Have Dr. Irungu from Health Dept. review plan and meet with Superintendent.	Three Rivers Health Dept Dr. Irungu Supt.	Ongoing	Planning and communications are ongoing.
7. Contribute to the local health department's operational plan for surge capacity of healthcare and other services to meet the needs of the community (e.g., schools designated as contingency hospitals, schools feeding vulnerable populations, community utilizing LEA's healthcare and	Offer schools to Health Dept. for health care center.	Superintendent	When schools are closed – as needed.	Cannot guarantee help from school health staff if schools are closed

mental health staff).				
8. Incorporate into the pandemic influenza plan the requirements of students with special needs (e.g., low income students who rely on the school food service for daily meals), those in special facilities (e.g., juvenile justice facilities) as well as those who do not speak English as their first language.	Notify Social Services of names and addresses of students on free and reduced lunch.	Dir Sp Ed.	When schools are closed.	Special notices in native language to non-English speaking parents by the principals.
9. Participate in exercises of the community's pandemic plan.	Request practice run .	Supt		
10. Work with the local health department to address provision of psychosocial support services for the staff, students and their families during and after a pandemic.	Contact local Health Dept. and Community Services Board.	Dir Sp Ed.	Summer 2007	
11. Consider developing in concert with the local health department a surveillance system that would alert the local health department to a substantial increase in absenteeism among students.	Keep track of absences. Run a report of absences each day. Review clinic records for child history. Have school office staff inquire about symptoms from parents who call in when students are sick. Have teachers notify school office of students with symptoms. Notify Health Dept. when any student has all symptoms. Discuss with Health Dept. closing schools. Discuss with Health Dept. re-opening schools.	Dir Sp Ed. and Principals report absences to Superintendent.	Day of occurrence As needed	Establish what degree of absences constitutes an emergency. This shall be determined by Health Dept. as to when to close schools.
12. Implement an exercise/drill to test your pandemic plan and revise it.	TEST AND PRACTICE: Hold training during schools' opening assemblies to include student awareness of Moodle. Talk to parents at Back to School Night about symptoms of H1N1 and train in Moodle. .Utilize phone tree as back up. Let parents know when practicing a dry run with back to school notification/registration packets and Instant Alert messages.	Tech Director Superintendent Tech Director Teachers Tech Director Principals Tech Director Superintendent	TBD Sept. 2007 Sept. 2007	Teachers communicate to parents and students through Moodle and phone. Dry run of phone emergency calls (Tech Director) to Town Hall, SBO, all admin, teachers, parents, police, health dept, Drs. offices
13. Share what you have learned from developing your preparedness and response plan with other LEAs as well as private schools within the community to improve community response efforts.	Share with all Supts and share with VA Dept of Health at advisory committee meetings.	Superintendent	Summer 2007	

CONTINUITY OF STUDENT LEARNING AND CORE OPERATIONS

ACTION NEEDED	RESPONSE	WHO	WHEN	NOTES
<p>1. Develop scenarios describing the potential impact of a pandemic on student learning (e.g., student and staff absences, school closings, and extracurricular activities based on having various levels of illness among students and staff.)</p>	<p>Survey students first week of school on internet access. Close schools if notified by local health dept. when a pandemic breaks out in Middlesex County. Have Food Services Director communicate with staff and the VA DOE on how to handle food in stock. Stop delivery of food and determine perishable use. Notify vendors not to deliver. Eliminate transportation. Extra-curricular activities will not be held until schools reopen.</p>	<p>Principals MCPS School Board, Supt., Committee, and admin will agree on job responsibilities.</p>	<p>June 2007</p>	
<p>2. Develop alternative procedures to assure continuity of instruction (e.g., web-based distance instruction, telephone trees, mailed lessons and assignments, instruction via local radio or television stations) in the event of district school closures.</p>	<p>1. Implement internet (Moodle) web-based communication system (system allows for school home page, e-mail and online classrooms which enable teachers to easily put their class information and resources online). Have teachers post deadlines, assignments, homework, lesson plans and documents for students and parents to see. Update assignments and test dates every day and night. Post important information so that the community can learn about events within the school, teachers can quickly and easily update assignments and other resources online for their classes and parents can see what is going on in the class. 2. Use telephone and mail to communicate with students who are not connected to the internet. Have all students take books home. 3. Contact out of division schools. (a) Mail materials from schools to parents and students. (b) Make list of contact responsibilities for individual schools. 4. Check with State Superintendent of Public Instruction on accountability and assessment requirements during a pandemic.</p>	<p>1. Tech Director in progress Teachers Principals Tech Director Principals Teachers 2., Principals and teachers 3. Dir Sp Ed. Principals. 4. Superintendent</p>	<p>Training for teachers and administrators is held each year on lesson planning, notes and teacher web pages. Ongoing. July 2007 – determine when teachers need web sites up and running and date for practice run. 2. Upon school closing 3. Upon school closing</p>	<p>Practice with students on how to use Internet. Maintain digital back-ups of all plans on desktops. Currently in use and proves to be a wonderful instructional tool. - Benefits 3. If Middlesex is closed due to pandemic, these students will not attend. 4. Under study</p>
<p>3. Develop a continuity of operations plan for essential central office functions including payroll and ongoing communication with students and parents.</p>	<p>Develop a schedule for the essential personnel to work without contact. (Legal questions still under investigation: payment of bills and payroll. The Code of Virginia requires school boards to meet in person not via telephone or e-mail). Purchase payroll software, PC Anywhere, so payroll may be done from home.</p>	<p>Superintendent</p>	<p>November 8, 2006</p>	<p>These legal concerns have been addressed to an assistant Attorney General. Should pandemic occur this law may need to be waived by the Governor. Meeting payroll for all staff cannot be confirmed due to unknowns concerning state and local funding.</p>

COMMUNICATION

ACTION NEEDED	RESPONSE	WHO	WHEN	NOTES
<p>1. Assess readiness to meet communication needs in preparation for an influenza pandemic, including regular review, testing, and updating of communication plans.</p>	<ol style="list-style-type: none"> 1. Set up a contact list of administration, staff and students and update on a regular basis. 2. Maintain contact with the Health Department to stay current with preventative and immediate information regarding pandemic. 3. Notify social services if staff feels that students will be lacking food at home because school is not in session. 4. Meet and address needs of students who attend out of division schools. 5. Stay connected with other school divisions from whom we receive tuition students to know of problems immediately. 6. Use facilities during a pandemic as a hospital. 7. Communicate to all facility users that facilities will be closed during a pandemic. 8. Send out fact sheet to parents when pandemic occurs and school closes. 9. Conduct cross-training with written directions of essential areas that need to be checked or handled in an emergency. 10. Outline and communicate plans for securing the premises in the event of a closure. Post notices of closure on entry points and main buildings. 11. Prepare fact sheet of school closing ahead of time. 12. Schedule teachers without home internet to come to school to prepare lessons. 13. Keep inventory of instructional mailings. 14. Identify essential staff to come in during school closing. 	<ol style="list-style-type: none"> 1. Tech. Dir. 2. Nurses 3. Principals 4. Dir Sp Ed. 5. Dir Sp Ed. 6. Health Dept. 7. Supt. and Admin. Asst. to Supt. 8. Supt. 9. Principals & Maint. 10. Maintenance Dir 11. Principals 12. Principals 13. Teachers 14. Principals & Supt. 	<p>Principal send</p> <p>Ongoing</p> <p>As needed</p> <p>E-mail to Dir. Except. Ed. by Sept.12</p> <p>As needed</p>	<p>As needed</p>
<p>2. Develop a dissemination plan for communication with staff, students, and families, including lead spokespersons and links to other communication networks.</p>	<ol style="list-style-type: none"> 1. Retrain teachers on updating their school voice mail from home. 2. Add Internet/e-mail information to student information forms. 3. Update student data system with pictures and current addresses and telephone numbers. Put parent e-mail addresses in PowerSchool (student data program). 4. Use Instant Alert system to inform parents, students and staff. 5. Place link on MCPS website of symptoms; keep sending symptoms to parents 6. Post school closing on sign. Lock all gates. 7. Notify County Administrator via letter if schools are to close. Emphasize no trespassing during this time. 8. Develop a list of who will come in and when if school closes. 9. Develop form letters (model from Contra Costa Health 	<ol style="list-style-type: none"> 1. Tech Dir. - schools 2. Principals 3. school staff Principal 4. Tech Dir.; TV/Media Spec 5. Principals & 	<p>Ongoing</p> <p>September 2007</p> <p>Spring 2007</p> <p>Ongoing</p> <p>As needed</p>	

	Services) to use at various stages of pandemic, from prevention to school closing to school re-opening. Form letters are in Appendix. 10. Contact TV and radio stations in an emergency – in the appendix.	6. Supt. 7. Principals, Superintendent 8 and 9.Admin. Assist. To the Supt.	As needed	
3. Ensure language, culture and reading level appropriateness in communications by including community leaders representing different language and/or ethnic groups on the planning committee, asking for their participation both in document planning and the dissemination of public health messages within their communities.	1. Utilize select staff to communicate with non-English speaking parents. 2. Write plan in Spanish. 3. Include messages in Spanish.	1 -3. Supt., Dir. Instr., principals, Spanish teachers	Ongoing	
4. Develop and test platforms (e.g., hotlines, telephone trees, dedicated websites, and local radio or TV stations) for communicating pandemic status and actions to school district staff, students and families.	Establish practice date to practice hotlines, phone trees, Moodle teaching and Instant Alert messages..	Communication task list	Fall 2007	
5. Develop and maintain up-to-date communications contacts of key public health and education stakeholders and use the network to provide regular updates as the influenza pandemic unfolds.	VDH, Tri-Rivers Health Dept., SHAB	Superintendent	Ongoing	
6. Assure the provision of redundant communication systems/channels that allow for the expedited transmission and receipt of information.	1. Communicate through newsletters, school signs, website, Instant Alert, cable channel, phone tree, student handbook, TV and radio stations. 2. Ensure teachers (core areas) have paper and postage for mailings. 3. Place school plans on school website.	1. Principals and Supt. 2. Principals	Awareness - Back to school literature	
7. Advise district staff, students and families where to find up-to-date and reliable pandemic information from federal, state and local public health sources.	Include posters of symptoms and websites at the entry points. Set up prominent notices at all entry points to facility advising staff, students and visitors not to enter if they have symptoms of influenza. Send flyers home. Announce at parent back to school night. In letters to be sent home. Post the plan on the website – update the community. Have principals post plan in schools.	Nurses Principals	Ongoing Back to school night fall 2007	
8. Disseminate information about the LEA's pandemic influenza preparedness and response plan (e.g., continuity of instruction, community containment measures).	See response Continuity of Instruction #2 and Communication numbers 6 and 7			
9. Disseminate information from public health sources covering routine infection control (e.g., hand hygiene, cough/sneeze etiquette), pandemic influenza fundamentals (e.g., signs and symptoms of influenza, modes of transmission) as well as personal and family protection and response strategies (e.g., guidance for the at-home care of ill students and family members.	Download posters from health department websites. Preview other information, order materials as needed and post. Send Individual and Family Pandemic checklists to parents in newsletters. Link the VDH information on pandemic to MCPS website.	Dir Sp Ed. Principals Nurses Principals Supt. Webmaster	Ongoing Spring 2007	
10. Anticipate the potential fear and anxiety of staff, students, and families as a result of rumors and misinformation and plan communications accordingly.	Provide parents and staff with symptoms and signs of the flu. Handout for back to school night Dispel rumors and panic mode in community. Educate those involved in preparedness efforts. Provide timely updates as more information becomes available. Continue to educate staff, students and parents on	Supt. Dir Sp Ed. Nurses	Fall 2007 Constantly updating communication tools Ongoing	

	<p>the progress of the pandemic and its effects. Work with local resources and local public health dept. to assure support mechanisms are readily available for example: mental health, social services, and faith based services.</p>		<p>As needed</p>	
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Appendix A – Sample Letters, Forms and Statements

PARENTAL NOTICE LETTER

Dear Parent/Guardian:

This notice is to inform you of the procedures we will follow in releasing students to you following their evacuation from (MHS, SCW, MES) in the event of a crisis. We ask that you will follow this procedure so that we can expedite the release process.

In the event of a crisis, all evacuated students will normally be transported to another school and will be sheltered there until a parent picks them up or they will be taken to their home. If another school cannot be used then alternative sites will be designated. Do not come to the affected school. Do not call the affected school. All calls will be handled through the main school board office number.

The “Instant Alert” system will be used to provide information on release times and locations. Please make sure you have provided good contact telephone numbers and email addresses to the school for input into the “Instant Alert” system. Once you have established an account with the serving school(s), you should update the information as necessary, so that the system always contains correct information for school officials.

Thank you for your cooperation and adherence to our procedures.

Sincerely,

SAMPLE INCIDENT LETTERS
(On school Letterhead)

On Thursday, September 6, 2007 a second grade student was discovered to have a small caliber pistol in his pencil and crayon bag. When the teacher discovered this weapon, she took possession of it and gave it to the principal.

We called the Sheriff's Office for assistance and Officer Benny Burrell, our school resource officer (SRO) at Middlesex High School, responded. This was handled in a low key manner due to the age of the child and his apparent lack of awareness about the weapon. It is the policy of our school board that any student bringing a weapon to any campus is subject to an immediate 10 day suspension with a recommendation for expulsion for a year. A mandatory process will be followed with regard to discipline.

Incidents like this are extremely rare in our school and we have an ongoing gun safety awareness program for our children. We encourage them to not handle firearms when they have been left unattended by an adult. We try to impress upon them that guns are dangerous in the hands of an inexperienced person, whether they are an adult or a child, and that too many people are killed or wounded accidentally with guns every year.

Please join with us in the effort and take the time to use this incident as an opportunity to speak with your children about handling weapons and bringing weapons to school.

Sincerely,

Parent/Guardian: _____ Date: _____
Signature

Home Phone: _____ Work Phone: _____

Mobil Phone: _____

Staff Skills Inventory
(To be conducted annually)

Name _____ **Room #** _____

Please check any of the following in which you have expertise or training:

___ Emergency response:

___ First aid ___ Search and Rescue ___ Emergency Management

___ CPR ___ Law Enforcement Source

___ CISD (Critical Incident Stress Debriefing)

___ EMT ___ CB Radio

___ Firefighting ___ Ham Radio

___ Other (specify) _____

___ Mobile or Cellular Phone which could be used in an emergency

Phone number: _____

___ Bi/multilingual Language(s): _____

Survey of Students/Staff Who Need Special Assistance in Evacuation
(To be conducted each semester)

ANNOUNCEMENT EXAMPLES

PA Announcement Following an Event in School

Yesterday, we had a serious incident take place in our school. Many of you are now aware that one of our students brought a gun to school. This is a serious violation of our Student Code of Conduct. The student will be the subject of a discipline review panel and my not return to school this year as a result of his/her bad decision. It is my hope that each of you can learn from this situation and it will be reason to reflect on proper behavior in school and on our school buses.

Thank you.

Death of a Student Notice (To be read by teachers in their classrooms)

I have just been advised that there was a very bad automobile accident last night and one of your classmates, _____, has died as a result on injuries he suffered in the crash. At this time the family has not made plans for his/her funeral. When that information is available, we will share it with you and your parents. Let us all observe a moment of silence in memory of our friend and classmate, _____.

There are many things that happen in this world that make us sad. Some of you might like to talk with someone about your feelings with regard to the loss of your friend and classmate. If you want to speak with someone, let your teacher know and you will meet with Mrs. _____, our school guidance counselor.

Student Suicide

As some of you may know _____ committed suicide yesterday after school. I know that you will all join with me in extending your sympathy to the family of _____.

I encourage all of you to consider the tragic loss of this classmate and friend. Please understand that suicide is never the solution to your problems and is not an act of courage. There are many people to help you when you have problems for which you need answers. Please let your teachers know if you would like to go to the media center and meet with our guidance counselor or another adult staff member.

When funeral arrangements have been made, we will share those details with all of you.
