

The Comprehensive School Crisis Team: Roles and Responsibilities



August 16, 2006



Presented by
Stephen E. Brock, Ph.D., NCSP
California State University, Sacramento



Presentation Goals

1. Recognize the elements of a comprehensive school crisis response team, including:
 - a) The general SCT activities during the different phases of a crisis.
 - b) SCT membership according to the Standardized Emergency Management System (SEMS).
 - c) The specific responsibilities of SCT members during the different phases of a crisis.
2. Recognize the value and functions of multiple hierarchical SCT.

Presentation Overview

1. School Crisis Teams

- a) SCT activities during the different phases of a crisis.
- b) SCT membership according to the Standardized Emergency Management System (SEMS).
- c) Responsibilities of SCT members during the different phases of a crisis.

2. Multiple Hierarchical SCT.

School Crisis Teams

Presentation Goal:

- Recognize the elements of a comprehensive school crisis response team, including: (a) the general SCT activities during the different phases of a crisis, (b) SCT membership according to the Standardized Emergency Management System (SEMS), and (c) the specific responsibilities of SCT members during the different phases of a crisis.

See Supplemental Handouts page 4

SCT Activities

✦ Crisis Prevention

- Reduce the incidence of crisis events.

✦ Crisis Preparedness

- Ensure response readiness for crises that are not, or cannot be, prevented.

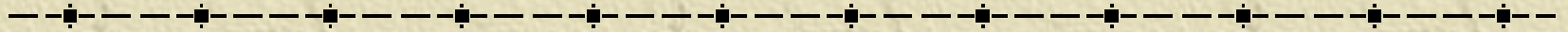
✦ Crisis Response

- After a crisis event minimize crisis damage and restore equilibrium.

✦ Crisis Recovery

- Repair crisis damage and return to baseline (or pre-crisis) operation/functioning.

SCT activities during the different phases of a crisis.



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

SCT membership and the Standardized Emergency Management System (SEMS)

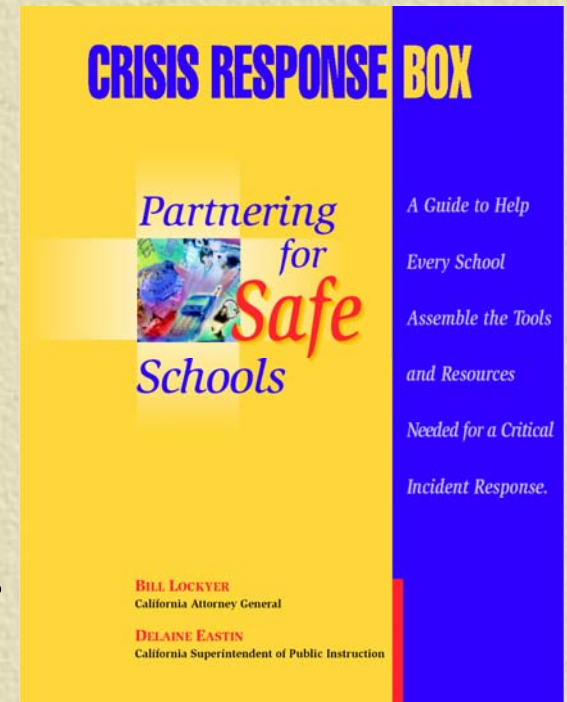
-
- ✦ SCT membership can be defined by making use of the SEMS and the organizational structure of the Incident Command System (ICS).
 - ✦ SEMS is traditionally used to centralize, organize, and coordinate the emergency response to a critical incident, but can also be used to structure other SCT activities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

SEMS and the ICS



According to Lockyer & Eastin (2000):

- “The ICS provides overall direction and set priorities for an emergency. In operation, the ICS has five functions: management, planning/intelligence, operations, logistics, and finance/administration” (p. 12).
- “Under each of these functions, schools should pre-assign specific individuals, based on their job roles and responsibilities, to assist in the management of school site operations” (p. 12).



SCT Membership: Five Elements of the ICS

1. Emergency Operations Center Director/Incident Commander (the managers)

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

SCT Membership: Five Elements of the ICS

2. Plans/Intelligence Section (the thinkers)

- Gathers and assesses information.
- Document needs and status.
- Writes SCT evaluations.
- Requires a flexible and reliable communication system.

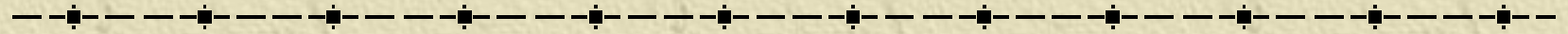
✦ Individuals filling this role “must be able to use communication equipment, gather information in a timely manner and weigh it for significance” (Lockyer & Eastin, 2000, p. 12).

SCT Membership: Five Elements of the ICS

3. Operations Section (the doers)

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

SCT Membership: Five Elements of the ICS



4. Logistics Section (the getters)

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

◆ All school staff can assist in this function.

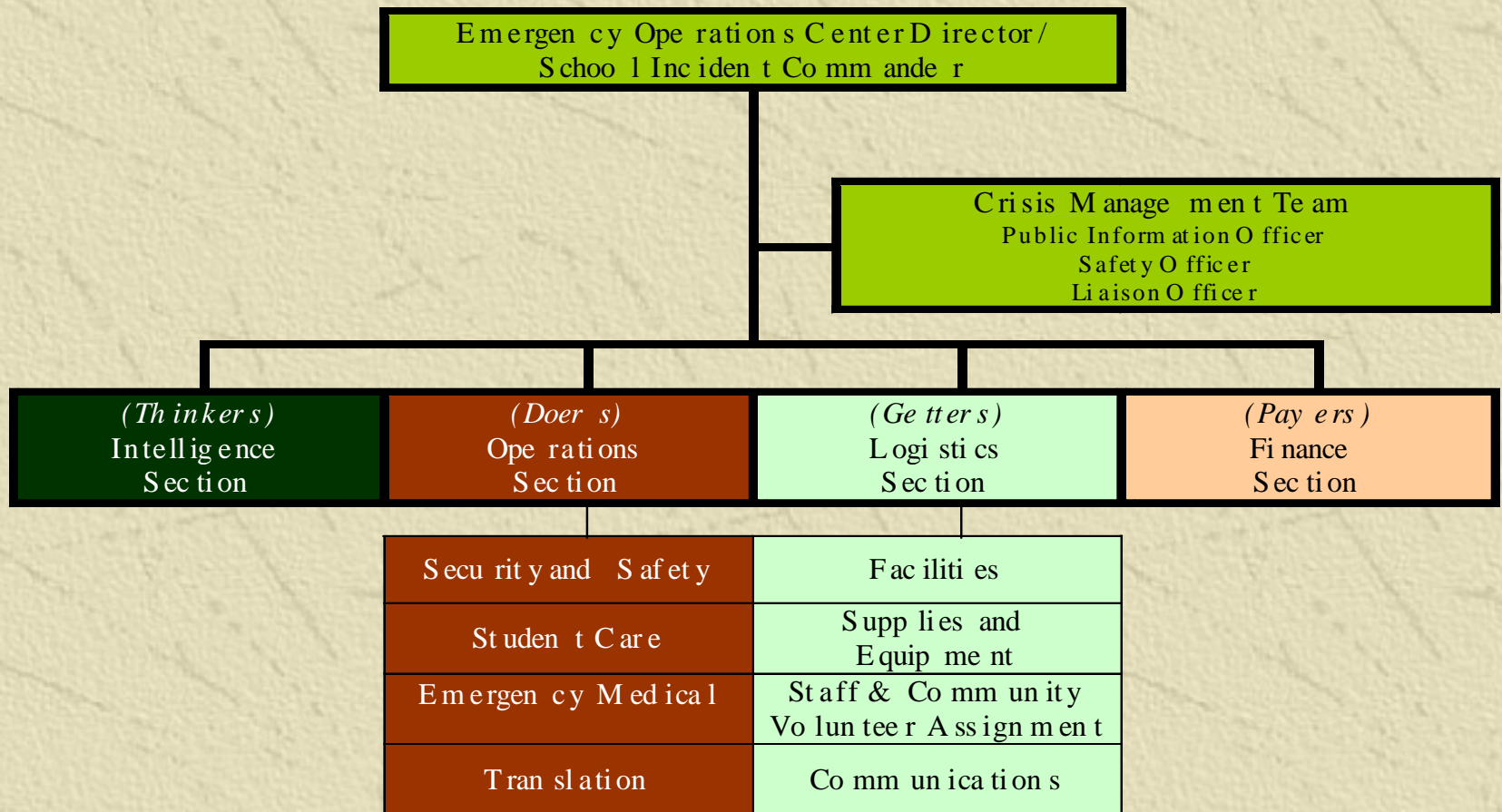
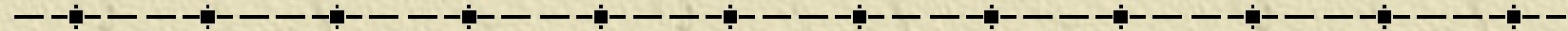
SCT Membership: Five Elements of the ICS

5. Administration & Finance Section (the payers)

- Developing a budget
- Authorizing purchases.
- Track costs (including personnel costs) associated with the SCT.

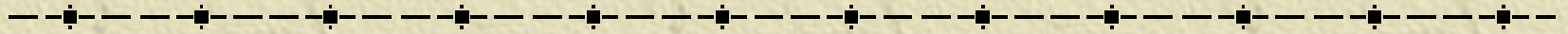
✦ “Individuals responsible for purchasing, paying bills and balancing books are best suited to this function, which involves planning, purchasing emergency supplies and tracking costs following an emergency” (Lockyer & Eastin, 2000, p. 13).

SEMS and the SCT



See Supplemental Handouts page 22

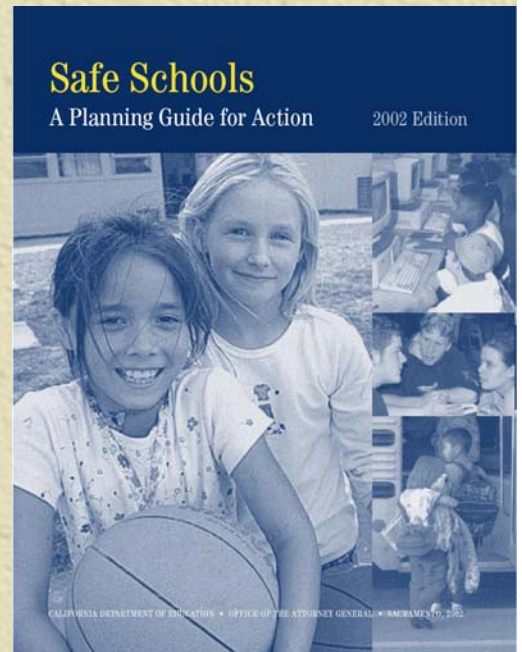
The Five SEMS Incident Command Structure Roles and the SCT



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

1. Crisis Management: Prevention

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



1. Crisis Management: Preparedness

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

1. Crisis Management: Response

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

1. Crisis Management: Recovery

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

2. Intelligence: Prevention

- ✦ Identify and monitor potential crisis threats.

2. Intelligence: Preparedness

✦ Acquire and maintain information gathering and reporting materials.

- ✦ Weather radios (battery operated)
- ✦ Cell phones
- ✦ Computers (with Internet access)
- ✦ Two-way radios
- ✦ Maps and floor plans

2. Intelligence: Response

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

2. Intelligence: Recovery

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

3. Operations: Prevention

✦ Security and Safety

- Provide safety education.

✦ Student Care

- Provide student guidance services.

✦ Medical

- Provide health education.

3. Operations: Preparedness

✦ Security and Safety

- Establish search, rescue, and student accounting procedures.
- Establish student assembly and release (to parents) procedures.
- Establish crowd and traffic management procedures.

✦ Student Care

- Develop the capacity to provide crisis intervention services.
- Develop the capacity to meet student basic needs (e.g., shelter, water, food).

✦ Medical

- Develop the capacity to meet emergency medical needs.

✦ Translation

- Maintain a listing of translators who speak all languages represented in the school community.

3. Operations: Response

✦ Security and Safety

- Conduct search and rescue, and account for all students.
- Evacuate students to a safe student assembly area, and release them to parents in a structured/systematic manner.
- Manage crowds by sending parents to the parent waiting area.
- Manage traffic and ensure emergency response vehicle access to school grounds.

✦ Student Care

- Provide crisis intervention services.
- Provide for student basic needs (e.g., shelter, water, food)

✦ Medical

- Provide for emergency medical needs

✦ Translation

- Ensure all Operations personnel have access to translators.

3. Operations Section Specialists

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

3. Operations Section Specialists

✦ Crisis Intervention Specialist:

- Addresses mental health needs.

✦ Shelter, Food, Water, and Supplies Specialist:

- Maintains and distributes basic needs facilities and supplies.

✦ First Aid Specialist:

- Maintains and distributes first aid supplies, oversees first aid prior to emergency response personnel arrival, and works with paramedics.

✦ Morgue Specialist

- Maintains facilities and supplies to be used to house the deceased until they can be removed.

3. Operations: Recovery

✦ Student Care

- Provide mental health services.
- Ensure student basic needs (e.g., shelter, water, food) are being met.

✦ Medical

- Communicate with medical facilities regarding the status of injured students and staff.

✦ Translation

- Continue to ensure all Operations personnel have access to translators.

4. Logistics: Prevention

✦ Supplies and Equipment

- Obtain crisis prevention related materials and supplies.

✦ Assignments

- Assign staff and volunteers to crisis prevention activities.

4. Logistics: Preparedness

✦ Supplies and Equipment

- Obtain and store all crisis response supplies and equipment.

✦ Facilities

- Identify and designate crisis response facilities.

✦ Assignments

- Identify individuals to fill various crisis response roles.

✦ Communications

- Ensure reliable/redundant communications systems (within, to, and from school and to and from all staff) are available.

4. Logistics: Response

✦ Supplies and Equipment

- Make available all crisis response supplies and equipment. Obtain additional supplies as indicated

✦ Facilities

- Operationalize crisis response facilities.

✦ Assignments

- Direct staff and volunteers to the appropriate crisis response activities.

✦ Communications

- Maintain communications to and from school and among all school staff members.

4. Logistics: Recovery

✦ Supplies and Equipment

- Make available all crisis recovery supplies and equipment. Obtain additional supplies as indicated.

✦ Facilities

- Maintain crisis recovery facilities.

✦ Assignments

- Direct staff and volunteers to the appropriate crisis recovery activities.

✦ Communications

- Maintain communications to and from school and among all school staff members.

5. Finance: Prevention

- ✦ Budget for and authorize all crisis prevention related expenditures.

5. Finance: Preparedness

- ✦ Budget for and authorize all crisis preparedness related expenditures

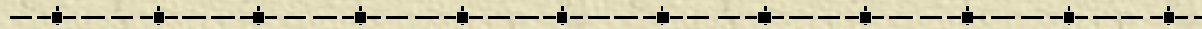
5. Finance: Response

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

5. Finance: Recovery

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

Multiple Hierarchical School Crisis Teams

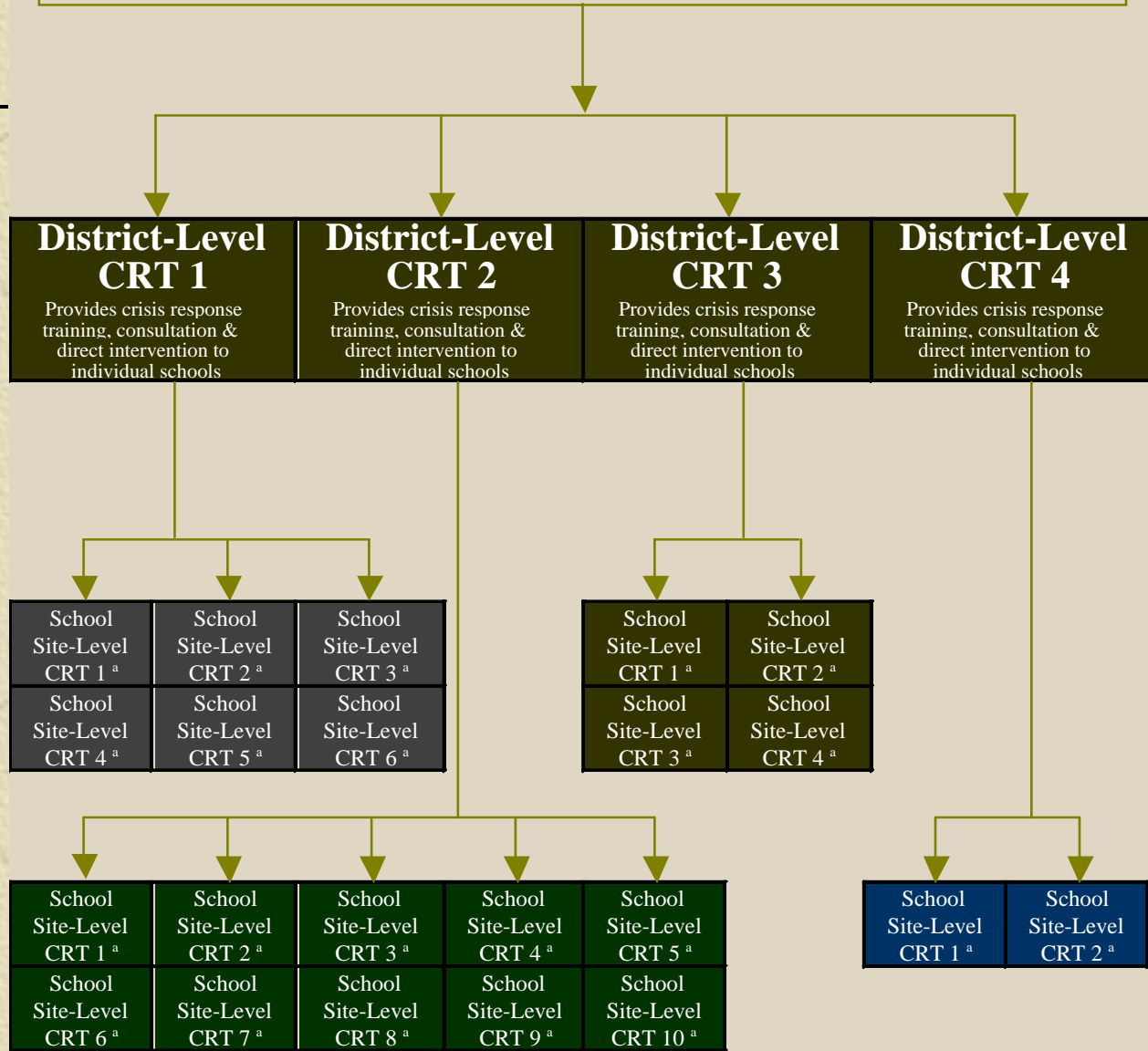


Presentation Goal:

Recognize the value and functions of multiple hierarchical SCT.

Regional-Level CRT

Provides crisis response training, consultation & direct intervention to regional all school districts



District Level Planning Checklist

District Crisis Response Team Planning Check List

1. **Designate an Emergency Operations Center (EOC).**
The incident command post from which all district-level crisis response activities are coordinated.
Location: _____ DATE ASSIGNED: _____
Ia. **Alternate location to be used if the EOC is not available.** _____
2. **Designate an Emergency Operations Center Director.**
The Director would be in charge of all district crisis response activities.
NAME: _____ DATE ASSIGNED: _____
Ia. **Designate an alternate** to serve in the Director's absence. _____
3. **Designate a District Crisis Management Team.**
This team would assist the EOC Director in all crisis preparedness and response activities.
 - i. **Designate a Public Information Officer.**
Responsible for keeping the public informed about crisis response activities.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence. _____
 - ii. **Designate a Safety Officer.**
Responsible for establishing safety and secure crisis response environment.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence. _____
 - iii. **Designate a Liaison Officer.**
Responsible for coordinating with crisis response agencies from outside of the school district.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence. _____
4. **Designate individuals to fill Incident Command System roles**
This team will include members of the Crisis Management Team and defines leadership roles and responsibilities during the response to a critical incident.
 - i. **Designate a District Intelligence Section Chief.**
Responsible for collecting, documenting and evaluating information about the critical incident and the district's crisis response.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Chief's absence. _____
 - ii. **Designate a District Operations Section Chief.**
Responsible for evaluating district facility safety; search/rescue and student release; emergency medical response; student care and mental health; and if necessary management of a morgue.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Chief's absence. _____
 - iii. **Designate a District Logistics Section Chief.**
Responsible for management and allocation of district facilities; supplies and equipment; staff and volunteer assignment; and district-wide communications.
NAME: _____ DATE ASSIGNED: _____
Designate an alternate to serve in the Officer's absence. _____

- iv. **Designate a District Finance Section Chief.**

Responsible for authorizing incident related purchases, record keeping and accounting, and crisis responder hours time keeping.

NAME: _____ DATE ASSIGNED: _____

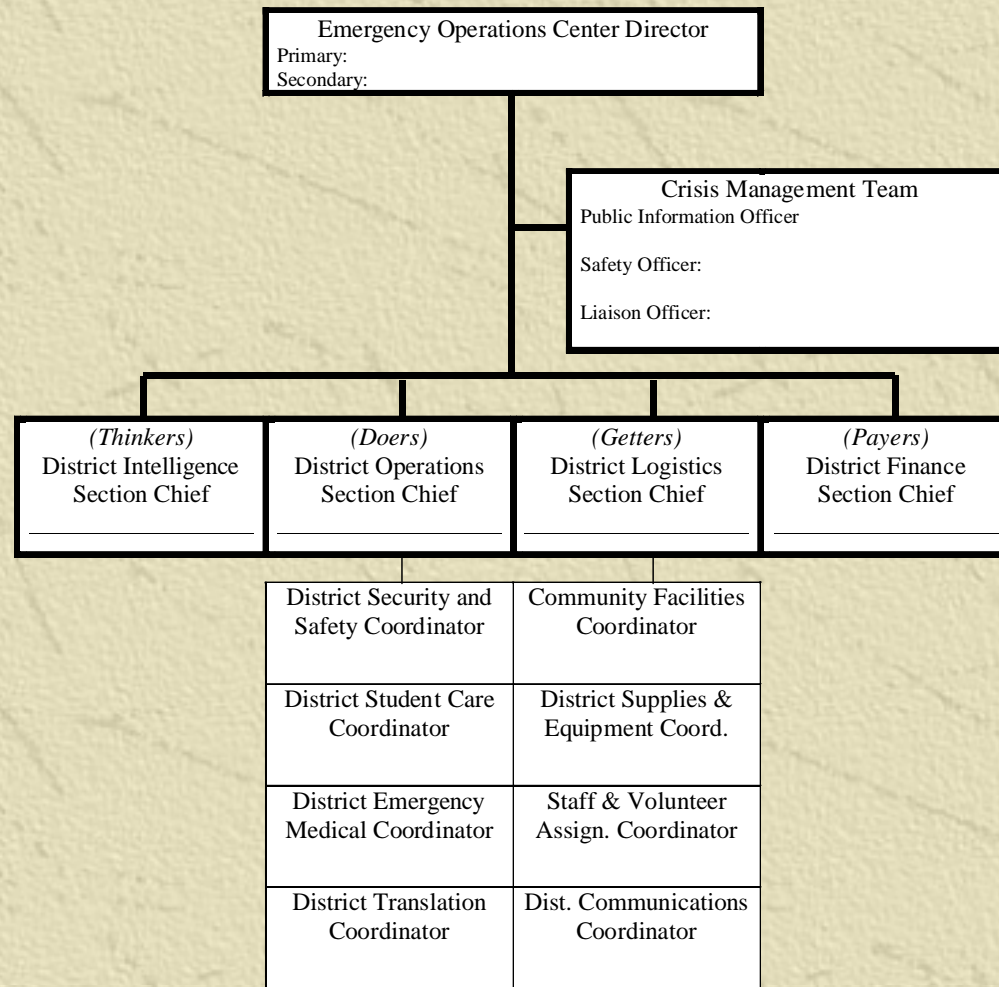
Designate an alternate to serve in the Officer's absence. _____

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

6. **Conduct an annual district-level crisis response tabletop drill.**

Date Last conducted: _____

District Level SCT Flowchart



See Supplemental Handouts page 22

School Level Planning Checklist

School Crisis Response Team Planning Check List

1. **Designate an Incident Command Post (CP).**

The incident command post from which all district-level crisis response activities are coordinated.

Location: _____ DATE ASSIGNED: _____

1a. **Alternate location to be used if the CP is not available.** _____

2. **Designate a School-Site Critical Incident Commander (IC).**

The Commander would be in charge of all school crisis response activities.

NAME: _____ DATE ASSIGNED: _____

1a. **Designate an alternate** to serve in the Commander's absence. _____

3. **Designate a School Crisis Management Team.**

This team would assist the IC with all crisis preparedness and response activities. These roles may be filled either by the IC him or herself, the respective district-level Officer, and/or appropriate site-based personnel.

i. **Designate a Public Information Officer.**

Responsible for keeping the public informed about crisis response activities.

NAME: _____ DATE ASSIGNED: _____

Designate an alternate to serve in the Officer's absence. _____

ii. **Designate a Safety Officer.**

Responsible for establishing safety and secure crisis response environment.

NAME: _____ DATE ASSIGNED: _____

Designate an alternate to serve in the Officer's absence. _____

iii. **Designate a Liaison Officer.**

Responsible for coordinating with crisis response agencies from outside of the school district.

NAME: _____ DATE ASSIGNED: _____

Designate an alternate to serve in the Officer's absence. _____

4. **Designate individuals to fill Incident Command System roles**

This team will include members of the Crisis Management Team and defines leadership roles and responsibilities during the response to a critical incident.

i. **Designate a School Intelligence Section Chief.**

Responsible for collecting, documenting and evaluating information about the critical incident and the school's crisis response.

NAME: _____ DATE ASSIGNED: _____

Designate an alternate to serve in the Chief's absence. _____

ii. **Designate a School Operations Section Chief.**

Responsible for evaluating school facility safety; search/rescue and student release; emergency medical response; student care and mental health; and if necessary management of a morgue.

NAME: _____ DATE ASSIGNED: _____

Designate an alternate to serve in the Chief's absence. _____

iii. **Designate a District Logistics Section Chief.**

Responsible for management and allocation of school facilities; supplies and equipment; staff and volunteer assignment; and school-wide communications.

NAME: _____ DATE ASSIGNED: _____

Designate an alternate to serve in the Officer's absence. _____

i. **Designate a District Finance Section Chief.**

Responsible for authorizing incident related purchases, record keeping and accounting, and crisis responder hours time keeping.

NAME: _____ DATE ASSIGNED: _____

Designate an alternate to serve in the Officer's absence. _____

5. **Members of the Crisis Response Team should work cooperatively to complete the and maintain a crisis response box:**

I. **Date completed:** _____

II. **Date last check:** _____

III. **Primary location:** _____

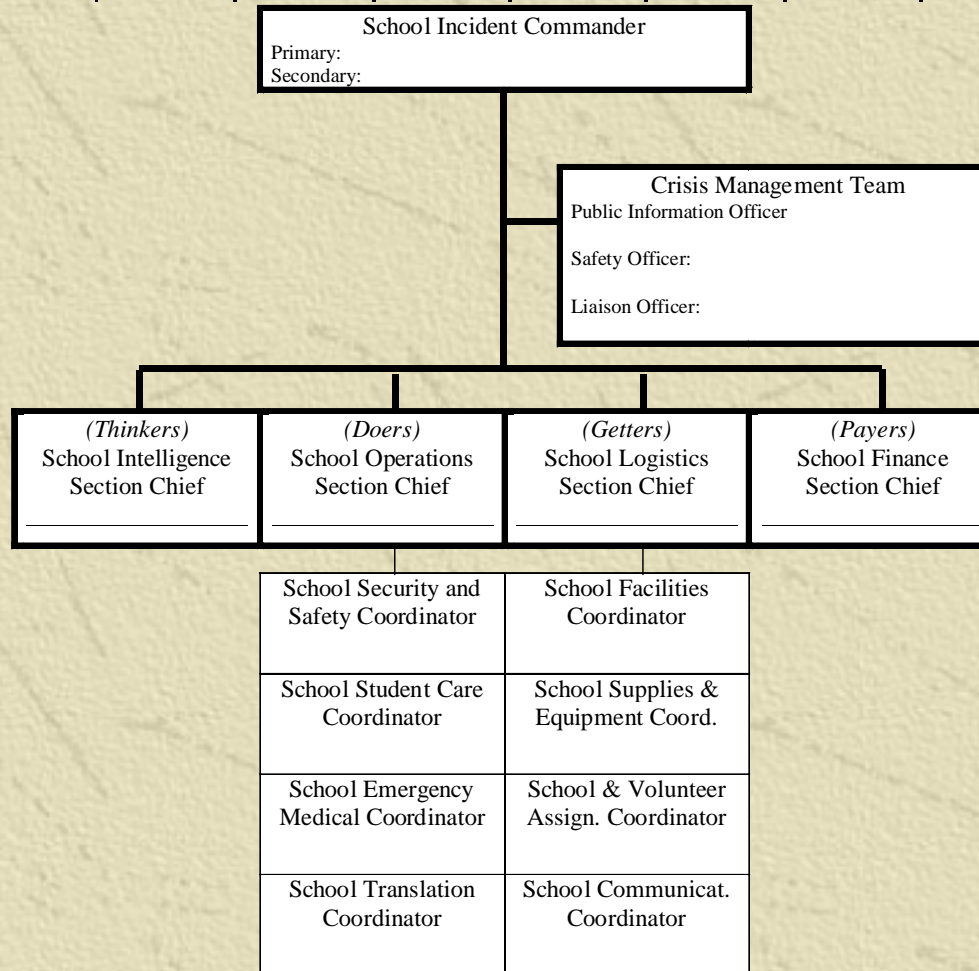
IV. **Duplicate location:** _____

6. **Conduct an annual school site crisis response tabletop drill..**

Date Last conducted: _____

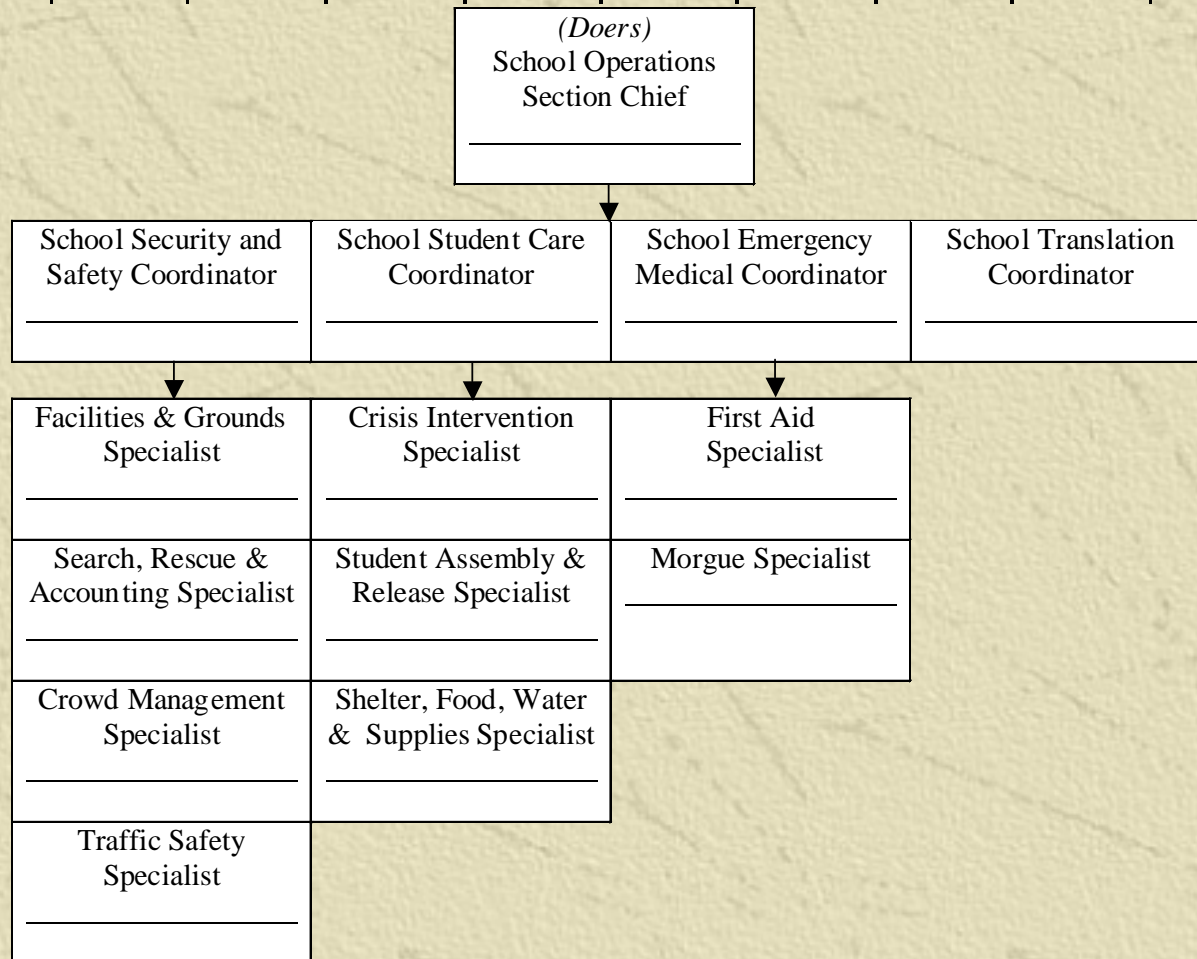
See Supplemental Handouts page 23

School Level SCT Flowchart

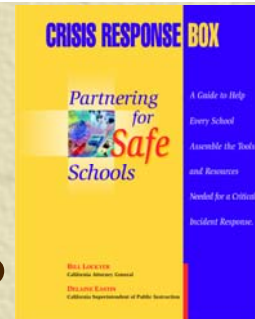


See Supplemental Handouts page 25

Operations Section Flowchart



See Supplemental Handouts page 7



Crisis Response Box Elements

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

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

See Supplemental Handouts page 9

Crisis Response Box Elements

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

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

Crisis Response Box Elements

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

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

Concluding Discussion & Questions

✦ Further Development of UUSD Crisis Teams

- ◆ See Supplemental Handouts page 33

✦ Stephen E. Brock, Ph.D., NCSP

- ◆ 916-278-5919

- ◆ brock@csus.edu