

# **Crisis Management Resolution Manual**



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## **Overview**

The purpose of this manual is to provide faculty and staff a quick reference guide to use in a crisis. It is the Zion Lutheran School philosophy that a preplanned and organized approach is more effective in reducing difficulties following a crisis in a school.

The Crisis Management Manual includes procedures that were designed to deal with a number of crises that could occur in the school. These procedures do not cover every condition that might develop and it may not always be possible to follow every procedural step.

A copy of this manual will be kept in a clearly marked notebook in the school office near the phone and in the Principal's office. Members of the Crisis Management Team, Zion Lutheran School Board of Education, Zion Lutheran School faculty, and staff will have copies to be kept for reference.

## **Introduction**

Confident in the assurance that Christ is with us in every life situation, Zion Lutheran School can respond to crises with clear minds and caring hearts in ministry to the "whole" child and "whole" adult.

A crisis can be defined as a crucial situation or difficulty, a turning point, or a decisive moment. Crises are a part of personal and institutional reality with potential for danger as well as growth. Through its Crisis Management Plan and Crisis Management Team, Zion Lutheran School is prepared to intervene should a crisis occur. A crisis may include any event which affects the school and may include, but is not limited to: natural disaster, threats to individual or group, death of a student or school personnel, fire, power failure, violent crime or accident.

Crisis management includes three phases:

1. The Preparedness Phase – includes day to day readiness.
2. The Response Phase – includes providing emergency services at the time of the crisis.
3. The Restoration Phase – involves long and short-term services for community restoration.

Note: Recovery suggests everything returns to normal. After a crisis, nothing is ever "normal" again. Adjusting to that change of reality is what restoration is all about.

As Zion Lutheran School responds to the crisis, the intention will be to:

1. Protect the health and lives of students, visitors and school personnel.
2. Continue to maintain a positive Christian witness in our relationships.

3. Protect school property.
4. Communicate clearly to internal and external constituencies.
5. Use available resources to restore well-being on site.
6. Recognize human frailty and be willing and able to offer and accept forgiveness.
7. Endeavor to resume routines.
8. Evaluate the crisis, the response(s) and update procedures.

If a crisis occurs, the goal is to respond in a timely, appropriate and helpful manner, to provide internal communication and to communicate with external agencies and individuals.

“Do not be anxious about anything, but in everything, by prayer and petition, with thanksgiving, present your requests to God. And the peace of God, which transcends all understanding, will guard your hearts and your minds in Christ Jesus.”  
Philippians 4:6-7

### **The Preparedness Phase**

When a crisis occurs, we must be as prepared as possible to meet the crisis appropriately. In order to be prepared, Zion Lutheran School will:

1. Put a crisis management plan into place.
2. Create a Crisis Management Team.
3. Inform and educate the Crisis Management Team.
4. Continue to develop and update appropriate protocol for crisis management.
5. Inform and educate all personnel about plan and protocol of crisis management.
6. Appropriately inform and educate parents and students about crisis management.
7. Bring facilities to an appropriate state of safety and readiness.
8. Continue to develop resources beyond the Crisis Management Team.

The following will be permanent members of the Crisis Management Team:

1. The Principal
2. The Chairman of the Board of Education
3. The Pastors
4. Designated Staff
5. Designated Parents

Others may be added as appropriate to a specific situation, i.e. Counseling, Pastoral or Medical personnel.

“I will lie down and sleep in peace, for you alone, O Lord, make me dwell in safety.”  
Psalm 4:8

## **The Response Phase**

When a situation arises on campus, which requires the attention of our school staff, the initial protocol will be:

1. Awareness: Person on the scene will initiate necessary emergency action; then contact the principal.
2. Assessment: Principal will make the initial decision whether the event constitutes a crisis.
3. If the event constitutes a crisis, the principal will gather as much information as possible and determine next course of action.
4. Inform the appropriate internal and external constituencies about the crisis response plan.
5. Utilize the 5 W's Who? What? Where? When? Why?

"Be strong and courageous. Do not be terrified; do not be discouraged, for the Lord your God will be with you wherever you go." Joshua 1:9

## **The Restoration Phase**

The Restoration Phase goal involves long and short-term services for community restoration. Zion Lutheran School, under the leadership of the Crisis Management Team, will:

1. Monitor needs of students, families, faculty and staff.
2. Be prepared to recommend and/or provide volunteer and professional services for students, families, faculty and staff.
3. Evaluate the crisis management process.
4. Initiate new protocol if necessary.
5. Continue to keep our eyes on the cross and remember His promise: "And my God will meet all your needs according to his glorious riches in Christ Jesus." Philippians 4:19

"The Lord will rescue me from every evil attack and will bring me safely to his heavenly kingdom. To him be glory forever and ever." 2 Timothy 4:18

## **Administrator's Checklist for Responding to a Crisis**

- † Call 911 for emergency services.
- † Call Parent of student that had the crisis.
- † If it is necessary to send anyone to the hospital by ambulance, send a staff members along to serve as a liaison between hospital and school with instructions to relay information back to the school as soon as possible.
- † Verify information regarding crisis.
- † Activate Crisis Management Team.
- † Use Text Alert System.

Pray for insight and a calm spirit.

## **Chemical Spill/Toxic Fumes**

If spill/fumes occur outside the school building:

- † Keep students inside.
- † Close windows.
- † Establish contact with police, fire, and health department by calling 911. Be prepared to tell them nature of spill. (5W's).
- † Be prepared to evacuate the building.
- † If students are outside, move upwind and don't step in spilled material.

If spill occurs inside the school building:

- † Evacuate affected area.
- † Don't step in spilled material.
- † Establish contact with police, fire and health department by calling 911. Be prepared to tell them nature of spill. (5W's).
- † Be prepared to evacuate the building.

If there is powder/biohazardous material in the mail:

- † Leave the envelope/package where it is.
- † Shut off fans.
- † Seal off office.

If there is a Natural Gas spill:

- † Avoid anything electrical.
- † Evacuate the building.

Pray for those involved in the mishap and for those working at containment and clean up.

## **Intruder in the Building/Active Shooter**

Intruder drills are run twice a year in the Fall and Spring.

- † The first person to notice intruder (person with a weapon, or person who is upset or acting out of control) will notify principal/Secretary.
- † Principal will determine need to notify police or any emergency situation and call 911.
- † Principal or his/her representative will sound a preplanned alarm: **INTRUDER**  
Use intercom for all school phones.
  1. Make all personnel aware.
  2. Call local law enforcement.
- † Affected Areas:
  1. Evacuate the building if possible.
  2. If not possible to evacuate, lock down. Alarm sounded means LOCK DOWN. **Lock all classroom doors.** Turn off your room lights. Do not allow students to leave the classroom. Be seated on the floor next to an interior wall away from windows and doors until further notice. REMAIN VERY QUIET.
  3. If in lock down, "go down swinging". If the intruder comes near you, throw everything you can at them.
- † Unaffected Areas: Evacuate the building.
- † Teachers take an accurate count of students. Inform office by phone of students not in classroom (current location?)
- † Staff communicates to office any information regarding intruder.

Reassure your students and pray with them.

## Hostage Situation

- † Call 911.
- † Don't do anything to escalate the situation before the police arrive.
- † Principal or his/her representative will sound an alarm over the intercom: Clearly saying what is happening and where.
- † Intercom to all school locations:
  1. Make all personnel aware.
  2. Call local law enforcement.
  3. Alarm sounded means LOCK DOWN. **Lock exterior doors and lock the classroom doors.** Turn off lights. Teachers should not allow students to leave the classroom and should direct them to be seated on the floor next to an interior wall away from windows and doors. REMAIN VERY QUIET. Students should only be allowed to leave the classroom when the all-clear announcement is given or when directed to move to another location by police.
  4. Evacuate the building as soon as possible.
- † Designated personnel will monitor hallways and other areas of the building and direct students not in class to a safe area.
- † Make a list of those being held hostage if you can.
- † Assign Principal with police. Chairman of the Board of Education or another representative of the school will be the media liaison.
- † Inform office staff as to appropriate information to give to callers.

Lead your students in prayer; reassure them of God's love and His gifts of faith, forgiveness and eternal life.

## **Bomb Threat**

Bomb drills will be run quarterly.

Upon receipt of a bomb threat, the person receiving the call will make every attempt to:

1. Prolong the conversation. **DO NOT HANG UP THE PHONE.** (Use another phone to call authorities.)
2. Use the Bomb Threat Checklist (Next Page).
  - † The person receiving the threat will notify the principal.
  - † Principal or representative will sound a preplanned alarm: **CODE YELLOW**
  - † Evacuate the building to the soccer field. Walk as far away from the building as possible.
  - † Call 911
  - † The Principal will, in consulting with 911, decide whether to make a preliminary search, evacuate the building or initiate a building lock down.
  - † Inform staff and students of the bomb threat and any immediate directions.
  - † Ask staff to make VISUAL observation of their classroom/work area and inform them NOT to open cabinets, doors or move objects. If anything suspicious is found, DO NOT TOUCH IT! The bomb can be almost anything from a bundle of dynamite to concealed or ordinary objects (briefcase, toolbox, pieces of pipe, etc.). You will be searching for something that doesn't belong in the classroom/work area.
  - † Check absentee list and each absentee from class at the time the threat was received. Account for all students; check halls and restrooms.
  - † Principal and/or CMT Chair will meet with the police/fire department and search team to decide on the procedure for checking the building.
  - † When building is reported to be safe, resume whatever schedule is needed for the rest of the day and debrief staff and students.
  - † If a written threat is received, copy the contents and protect the original message (plastic bag) to preserve fingerprints and other identifying marks.
  - † Use the Bomb Threat Checklist to gather helpful information.

**Bomb Threat Checklist**

**Time**\_\_\_\_\_

**Date**\_\_\_\_\_

**Do not hang up.** Use another phone to call police.

Record the exact words used by the caller: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Ask:

What time is the bomb set for?\_\_\_\_\_

Where is the bomb?\_\_\_\_\_

What does the bomb look like?\_\_\_\_\_

Why are you doing this?\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Who are you?\_\_\_\_\_

Evaluate the voice of the caller:

- \_\_\_\_\_ Man
- \_\_\_\_\_ Woman
- \_\_\_\_\_ Child
- \_\_\_\_\_ Age (approx.)

- \_\_\_\_\_ Accent
- \_\_\_\_\_ Speech impediment
- \_\_\_\_\_ Intoxicated
- \_\_\_\_\_ Other

Background noise:

- \_\_\_\_\_ Music
- \_\_\_\_\_ Children
- \_\_\_\_\_ Typing
- \_\_\_\_\_ Airplanes

- \_\_\_\_\_ Conversation
- \_\_\_\_\_ Machine noise
- \_\_\_\_\_ Traffic
- \_\_\_\_\_ Other

Person receiving threat will immediately notify the principal.

Call received by \_\_\_\_\_

### **Evacuation/Alternate School Locations**

Although it is highly unlikely, some crisis situations may require that school be evacuated and the students be relocated if emergency personnel determine that the building will be unsafe for some time.

There will be two possible gathering points:

- † \_Schauland Home 8443 County Road W\_\_\_\_\_.
- † \_Wayside Fire Department\_\_\_\_\_.

The designated areas for fire/health will provide temporary, short-term gathering sites.

The sites will provide for safe gathering sites, safe waiting sites and safe reunion sites when the situation/weather indicates such a place is necessary.

It will be imperative that no one leaves without a parent or guardian or the written permission (verified) of parent or guardian. A written record of children present and who picks them up will be required.

- † Keep the media informed of evacuation/relocation plans so parents will have accurate information.
- † Notify the appropriate building site of our impending arrival.
- † Use Text Alert System.
- † Arrange for transportation to relocate students.
- † Make arrangements for the transportation of special needs students.

Prayer: Lord, protect my going out and my coming in from this time forward and even forevermore. Amen.

## **Bus/Car Accident (School Event)**

- † Verify accident
- † Obtain facts about accidents: 5 W's

Who? \_\_\_\_\_

What? \_\_\_\_\_

Where? \_\_\_\_\_

When? \_\_\_\_\_

Why? \_\_\_\_\_

### Verify call to 911

- † Account for all passengers. Written list must be in office prior to departure off-site.
- † Provide necessary information for medical personnel. (A folder with emergency student information should accompany any group off-site.)
- † Verify where victims have been transported.
- † Verify location of non-injured passengers.
- † Notify school secretary who will then:
  1. Notify Principal/Crisis Management Team.
  2. Notify parents of injured students.
  3. Notify parents of non-injured students.
  4. Notify spouse/family of teacher(s).
- † During school hours, notify all school faculty and staff. Share how and when announcement will be made to students.
- † Provide time for reaction and reassurance.
- † Plan for subs if needed.
- † Identify students/staff most affected.
- † Plan ongoing support of all those involved.

Lead students in prayer for the caregivers and those injured, as well as thankfulness for those not injured.

### **Checklist for Student/Staff Death**

Immediate actions to be taken by Principal:

1. Verify death.
2. Obtain facts concerning the death(s).
3. Notify Crisis Team.
4. Decide on time/place for a staff meeting.
5. Activate calling tree.

Follow-through actions to be taken by Principal in conjunction with the Crisis team:

1. Lead Crisis Team in prayer.
2. Meeting with all building staff.
3. Identify students/staff most affected.
4. Notify other schools affected.
5. Develop a plan for the day(s). Plan for subs if needed.
6. Make announcements to students.
7. Provide time for reaction and reassurance.
8. Update information concerning the death(s).

“Be thou faithful unto death, and I will give thee a crown of life.” Revelation 2:10

## **Checklist for the Death of a Student's Parent/Guardian**

### Suggestions:

- † Verify death (spouse, parent, hospital, police and mortuary).
- † Inform the child's teacher(s).
- † With verbal consent from family representative, the child will be notified by Pastor/Principal.
- † Inform the child's peers with prayer (classmates).
- † A visit to the family by appropriate school personnel (teacher, counselor, principal).
- † Arrange for a remembrance from the school (food, card and/or flowers).
- † Arrange for appropriate students and staff to attend services.
- † Identify people available to help the teacher talk with the student's classmates about the death and how to welcome the student back.
- † Assess counseling needs for the child/children when he/she returns to school (counselor/family specialist/pastor).
- † Plan and provide follow-up visit(s) with the family.
- † Provide for teacher support.
- † Coordinate with others who may be involved.

"Yea, though I walk through the valley of the shadow of death, I will fear no evil; thy rod and they staff will comfort me. . . Surely goodness and mercy will follow me all the days of my life, and I will dwell in the house of the Lord forever." Psalm 23.

## Potential Suicide Checklist

Suicide threats must always be taken seriously and intervention should be immediate. If a situation is potentially life-threatening, students and staff need to recognize that the issue of confidentiality does not apply.

What to do:

- † Do not leave the individual alone.
- † Keep the individual talking.
- † Refer the individual to appropriate staff (administrator, counselor, family specialist/pastor) who will do the following:

### 1. Assess the degree of risk:

- † Ask student directly if he/she is thinking of suicide. \_\_\_\_\_  
\_\_\_\_\_
- † Is there a plan, how specific is it? \_\_\_\_\_  
\_\_\_\_\_
- † How lethal is the method? \_\_\_\_\_  
\_\_\_\_\_
- † How available is the means? \_\_\_\_\_  
\_\_\_\_\_
- † Has there been a previous attempt? \_\_\_\_\_  
\_\_\_\_\_
- † Ask about feelings of anger and depression (crying, sleeplessness, loss of appetite, hopelessness). \_\_\_\_\_  
\_\_\_\_\_
- † Ask about losses (deaths, family changes, peer relationships). \_\_\_\_\_  
\_\_\_\_\_
- † Ask about history of chemical use. \_\_\_\_\_  
\_\_\_\_\_

- † Ask whether the student has made final arrangements (giving away possessions, saying goodbye).\_\_\_\_\_
- 

Pray with student for assurance of God's love and presence.

## 2. Intervention Plan

- † Contact student's parent(s) or guardian(s) and plan with them how to help the student.
- † Pastors, family specialists, police, and/or Department of Human Services may need to be involved if parents are unable or unwilling to help.
- † Refer parent(s) or guardian(s) to appropriate services from physicians, mental health professionals and/or community agencies (Lutheran Family Services).
- † Police involvement may be required in situations where the student is assessed to be in immediate danger and parents cannot be located or are unable to help. Local law enforcement can assist in transporting students to medical facilities if needed. (School personnel should avoid transporting students in private vehicles.)

## 3. Follow-up

- † Complete the "Report of Suicide Risk" form.
- † Check to be sure that the student has received (is receiving) appropriate services.
- † Plan for student's transition back to school.
- † Verify ongoing contact with a counselor or family specialist.
- † Brief appropriate staff on student's status.

Continue to pray for student and student's family.

## **Safety Drill for Fire**

Fire drills are held once each quarter. These drills are timed and a report is kept on file in the Principal's office.

- † Post directions for fire exit route in your room.
- † Post reminder of bell sounds for fire.
- † Turn off lights.
- † NO TALKING.
- † Line up in single file.
- † THE TEACHER WILL BE THE FIRST PERSON IN THE LINE. If possible, bring Crisis Manual with you.
- † Walk, do not run.
- † The first student in the line will hold the door open and then shut the door (classroom door, outside door).
- † Go to your designated area, stand in line and wait for the all clear or further instructions.
- † Once outside, take a head count and report any missing students to the Principal.

We ask that you discuss the exit route for your classroom with the children the first week of school. We also ask that you walk through a drill with them during the first week. Please alert the children to alternate ways to get out of the building. Review this process as is appropriate.

You are to wait for the secretary or principal before returning to your classroom. Stay off of any playground equipment. If fire equipment arrives on the scene, move as necessary to remain safe.

If it is a drill, pray for appreciation of safety and thankfulness for a job well done.

If it is a fire, pray for the safety of students, teachers, staff and the emergency responders.

## **Safety Drill for a Natural Disaster (Tornado Drill)**

Natural disaster drills are held twice a year. These drills are a part of our preparedness for natural disasters, especially tornadoes.

- † Post directions for disaster exit route in your room.
- † Post reminder of siren sound for disaster.
- † Turn off lights.
- † NO TALKING.
- † Line up in single file.
- † THE TEACHER WILL BE THE FIRST PERSON IN THE LINE. If possible, bring the Crisis Manual with you.
- † Walk, do not run.
- † The first student in the line will hold the door open and then shut the door (classroom, outside door).
- † Go to designated area. Wait for the all clear or further instructions.
- † Once in position, take a head count and report any missing students to the principal.

Discuss the exit route for your classroom with the children the first week of school. Walk through the exit route with them during the first week. Please alert the children to alternate ways to get to a "safe" section of the building. Review this process as is appropriate.

You are to wait for the all clear before returning to your classroom.

If you sustain damage/injury, a triage area will be identified and injured students will be moved after they have been assessed by designated personnel. There will also be safe gathering, waiting, reunion areas identified for non-injured students and personnel.

Pray for God's guidance and protection as we respond to the needs of the moment.

## Media Procedures

The only means to inform the general public is by the mass media. Therefore, it is important to ensure that the media receive prompt, accurate information. Isolated quotes from individuals can be incomplete or misleading and should be avoided.

After calling appropriate emergency personnel and following safety procedures:

- † Determine who the building media contact person will be: Principal or secretary
- † Nothing posted on Zion Lutheran official social media outlets.
- † Inform office staff of the situation and how to handle phone inquiries.
- † Recommend that students and staff not talk to the media. A possible response could be: "I know you want the most accurate information, so please contact our school office." SEE INTERVIEW TIPS
- † Do not allow media personnel in the building.

## Tips for Interviews

- † Be honest. If you don't know the answer, say so. Tell the reporter you will get back to him/her with the answer as soon as you can. If you make a mistake in an interview, say so.
- † There is no such thing as "off the record".
- † If you are in a room with a microphone or a camera, always assume they are turned on.
- † Try to have a goal for the interview. What do you want to accomplish?
- † Prepare for the interview. If you need more time, ask for it.
- † Understand what you are going to say so that you can talk about the topic knowledgeably.
- † Anticipate the "worst questions" you may have to answer and plan for it in advance.
- † Never say "no comment". It makes it sound like you have something to hide.

Let the words of my mouth. . .be acceptable in your sight, O Lord." Psalm 19:14

## Suggestions for Parents:

In the best interest of safety, we ask that you follow these procedures if you hear of any school emergency:

1. Follow the text alert system to keep you up to date on information.
2. We suggest that you do not call the school. We will be utilizing our phone lines to respond to the emergency.
3. We suggest that you do not come to school. Wait for information from the school office as to when and where you may pick up your child/ children. Any emergency involving your child's school may mean emergency vehicles and workers must be able to get to the building.

The school may be evacuated and the students may be relocated if emergency personnel determine that the building will be unsafe for some time. We will provide for safe gathering sites, safe waiting sites and safe reunion sites when the situation/ weather indicates such a place is necessary.

**It will be imperative that no one leaves any site without a parent or guardian or the written permission (verified) of parent or guardian.** A written record of children present and who picks them up will be required.