

NCBC Student Ministry Crisis Management Procedures

A Procedure Manual Should be Kept in
Foundry Welcome Center & HS Technology
Booth

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Note: New Covenant Bible Church is an Emergency Management Facility for the cities of Cedar Rapids, Robins, and surrounding area. If there is a major crisis in the community that requires an evacuation site, people may be brought to this location.

New Covenant Security is the primary contact for any reference to New Covenant Senior Staff Member during Sunday Services. Other references would refer to the Senior Staff Member on Campus or some designated by the Senior Staff Member on campus.

Duane Arnold Energy Center Actions

In case of an emergency, the sirens will sound with a three to five minute steady tone. This alerts you to tune to the official **Emergency Alert System station—WMT Radio (600AM or 96.5 FM)**.

If we are told to take shelter:

If indoors:

- Remain indoors until further notice.
- Shut all windows and doors.
- Turn off all ventilation systems (furnaces, air conditioning).
- Cover open food containers.

If outdoors:

- Go indoors immediately and follow the above directions.
- Wash hands and face before eating and handling food.
- Take a lukewarm shower if possible.

If we are told to evacuate:

Temporary Relocation Center

West High School
2901 Melrose Avenue
Iowa City

Relocation Site

New Covenant Bible Church

Evacuate via I-380 south to Melrose Avenue. Go East to High School.

- All children and staff must be documented and evacuated in school buses/other vehicles.
- New Covenant senior staff member or a designated individual will coordinate the evacuation.
- The Director of Transportation will be notified if possible to coordinate the buses. Transportation will use all available drivers to start the first round of evacuations and call in other drivers and substitutes.
- Teachers and volunteers will be loaded with the students they are responsible for at that time.
- Because all buses will not be available at one time, announcements will be made on a class-by-class basis as buses/vehicles become available to evacuate. Youngest students should be evacuated first.
- Upon arriving at the relocation center, teachers will remain with their students and await instructions from the New Covenant senior staff member based on the directions received from community emergency management personnel (e.g., police, fire department, etc.).

Intruder in the Building / Violence

Updated 9/2018

- Anyone seeing an armed intruder should contact 9-1-1. You should relay any descriptive facts to the police dispatcher. (i.e. race, gender, hair color, clothing, facial hair, type of weapon (long gun, handgun, knife, etc))
- **If you are near the welcome center and can pull the panic button, do so immediately.**
- The first person to observe the intruder (person with a weapon, person who is upset, or person acting out of control) shall notify the senior New Covenant person in charge. (U-team)
- Teachers should take their class list with them. Attendance will not be taken until everyone is safe at King of Kings Lutheran Church.
- Additional children should never be allowed to leave a classroom to search for a child.
- **RUN** - The first and best option is to escape to the nearest exit. Run to King of Kings parking lot via any route necessary.
- **HIDE** - If escape is not possible, hide within the classroom or nearest possible place. (closet, adjacent classroom) Lock and barricade the door to classroom with as many heavy objects as you can place in between you and the door.
- **FIGHT** - If someone intent on harming others enters your classroom, no amount of reasoning or logic is going to stop them from their goal. At this point, you must muster all the courage that God has given you and decide to fight the intruder. You may be a 100 lb female going against a 200 lb male, but you can defeat him with God's strength. You are David and he is Goliath. David used a rock and you must use anything you have available. (throwing anything within reach desk supplies, purses, books or anything else that may distract him long enough (break his OODA loop) for you to close the distance between you and him. Grab the weapon and don't let go until help arrives.
- If feasible, cover windows facing the hallway to obscure view.
- Once the threat has ended, the New Covenant senior staff member will make an all-clear announcement followed by an explanation of the crisis and further instructions.

Bomb Threat

There are two main reasons why an individual will communicate a bomb threat:

- Caller has knowledge or believes that an explosive device has been placed in or around the school and wishes to minimize damage.
- Caller wishes to create anxiety and disrupt the regular routine.

In order to make the best decision, administrators need to:

- Get all the facts.
- Make appropriate decision in light of all available information and possible risks.

The administrator's main focus is to examine two contradictory actions and make the correct decision:

- Evacuate the building in an effort to guarantee the safety of the children and staff and disrupt a significant portion of the scheduled activity.
- Keep ministry functioning avoiding disruption possibly at the price of endangering students and staff.

Person receiving the call

- Person answering the call should quietly notify the New Covenant senior staff member but keep the caller on the line. Record your observations related to:
 - Time
 - Sex of caller
 - Age
 - Exact wording of the threat
 - Background noises (street noises, voices, music, static, motor, PA system)
 - Language (well spoken, foul, irrational, incoherent, taped, sarcastic)
 - Caller's voice (male, female, accent, calm, slurred, whispered, familiar, deep, nasal, soft, slow)
- Questions to ask the caller:
 - When is the bomb going to explode?
 - Where is the bomb?
 - What does the bomb look like?
 - What kind of bomb is it?
 - What will cause it to explode?
 - Did you place the bomb? Why?
 - What is your address?
 - What is your name?
 - Where are you now?
- Person receiving the phone call does not share call information with other employees, unless instructed to do so by the New Covenant senior staff member in charge.
- **Do not use walkie-talkie communication devices, cell phones, fire alarms or electronic bells...they could inadvertently trigger a bomb.**

See next page for instructions for the New Covenant senior staff member.

New Covenant senior staff member

Quickly access all information. If caller indicates bomb will detonate imminently or gives details on the construction of the bomb, consider an immediate evacuation.

- Contact:
 - Call 911.
 - Contact other ministry leaders in the building.
- The New Covenant senior staff member will, in consultation with local law enforcement agencies, decide whether to make a preliminary search or evacuate the building.
- New Covenant senior staff member will act as liaison with law enforcement/fire personnel.
- New Covenant senior staff member should have building maps and master keys available for use by search squads.
- **Evacuation deemed necessary:**
 - If decision is made to evacuate, **do not use electronic systems or fire alarm system, they could detonate an explosive device. Shut down all bells in building.**
 - Adult runners go to each room and notify teachers. Use a silent evacuation plan for the building for notifying staff.
 - Use standard fire drill procedures with any necessary modifications to evacuate the building. Children and staff should evacuate a minimum of 1,000 feet from the building.
 - If the conditions warrant a relocation of children and staff, the following alternate site should be used:
 - West side of McGrath parking lot.
- **If a preliminary search is necessary:**
 - Staff will be notified by adult runners to visually check their classroom and work area for something that does not belong or is out of place. Anything suspicious should not be touched and should be immediately reported to the New Covenant senior staff member.
 - Members of the search team will meet with the New Covenant senior staff member and local law enforcement officials to determine procedures for checking the building.
- When the building is presumed safe give the “All Clear” signal and resume whatever schedule is needed for the rest of the day.

Teachers, if an evacuation is signaled:

- Take class list and pen.
- Use nearest fire exit.
- Students and staff should evacuate a minimum of 1,000 feet from the building. Those in the East (old) section of the building should move to the neighbors lawn on the North East side of the building. Those in the West (new) section of the building should move to the North West side of the parking lot and keep clear of any emergency equipment.
- Keep students together and take attendance.
- Report any missing students.
- Remain outside until All Clear is signaled or further directions are received from New Covenant senior staff member.

Discovery of a suspected bomb

- Do not move or touch the suspicious item.
- Notify New Covenant senior staff member and/or law enforcement.
- Clear area or building immediately using the fire drill procedure. If the conditions warrant a relocation of children and staff, the following alternate site should be used:
 - West side of McGrath parking lot.
- Call 911.

Medical Emergencies (updated 5/08)

- Staff should stay with the victim. Do not move the victim unless they are in immediate danger.
- If on campus contact the resource center and/or the New Covenant senior staff member. If a nurse or doctor is available, allow them to give an initial diagnosis of the victim. If it is obvious that an ambulance is needed call 911 first, followed by the resource center and/or New Covenant senior staff member.
- If circumstances warrant and a nurse or other trained staff must administer care:
 - Comply with general precautions for blood borne pathogens:
 - When possible, allow victims to treat themselves with your direction. (i.e.: put pressure on wound)
 - Use surgical gloves.
 - Maintain a barrier between you and the victim/body fluids.
 - Wash your hands.
 - Protect the child and yourself first...then protect property.
 - Each room has a medical kit. If needed, send someone to retrieve additional help from the resource center, New Covenant senior staff member, or trained medical members.
- Decide if additional care is needed and wait for parent to transport or call an ambulance. Call an ambulance in cases of:
 - Non-responsiveness of subject
 - Apparent heart attack
 - Severe respiratory distress
 - Serious injury
- New Covenant senior staff member will designate a staff person to accompany the individual to the hospital until a parent/guardian arrives. (In most cases for children, this will not be the classroom teacher so we can minimize a disruption to the classroom.)
- New Covenant senior staff member contacts parent or designated other to inform of injury and where individual has been taken, if necessary. The ministry leader has parent/guardian contact information for each victim.
- Medical emergency contacts:
 - Poisoning - Statewide Poison Control at 1-800-222-1222
 - Emergency Medical Team – 911
- Following the emergency the equipping staff is notified of the emergency via email as soon as is reasonably possible by the senior staff member that was mostly closely involved with the incident. The email should include the basic details.

Campus-wide Evacuation (not related to Duane Arnold)

In the event of a catastrophic event on campus that required the buildings to be evacuated, we will move all students to the King of Kings Lutheran Church parking lot.

- The New Covenant senior staff member will coordinate the evacuation with local law enforcement as appropriate in order to start evacuations immediately. Children will be walked to King of Kings Lutheran Church parking lot.
 - Student Evacuation Location: King of Kings Lutheran Church parking lot
 - All teachers will report to the New Covenant senior staff member when their class arrives. Each room leader will compile a list of students and staff. Anyone not accounted for should be made known to the New Covenant senior staff member.
 - Parent reunification will be at the King of Kings Lutheran Church parking lot unless authorities approve reentry to the church building.
- Teachers shall take full class lists and the New Covenant senior staff member shall take the Crisis Management procedure guide.

All students will be accounted for at the evacuation site prior to taking them to the Parent Reunification site. Students will only be allowed to leave with an authorized parent or guardian (or another adult with permission from parent/guardian).

Post Crisis Communication

Media Procedure During an Emergency

Refer all media to the New Covenant senior staff member. The New Covenant senior staff member (or designee) will issue all public statements.

The media monitors all 911 calls. Reporters often arrive on the scene as quickly as emergency vehicles. Do what you can to protect the privacy of any victims and their families. Regardless of how much the media may insist on access, please remember:

- All official church communication will come from the New Covenant senior staff member or designee.
- All questions need to be directed to the New Covenant senior staff member.
- No students shall be interviewed in the building or on church premises.
- No teachers or staff member shall be interviewed except those who have been designated by the New Covenant senior staff member or designee.
- No cameras will be allowed within the church building.

If you are designated by the New Covenant senior staff member to speak to the media remember:

- Do not release victim names or information about specific children/staff members.
- Personal information records are confidential so no achievement or personality data should be given.
- Do not speculate, spread rumors or guess.
- If you do not know the answer or decision, say, “I don’t know.” or “We have not made that decision yet.”
 - Tell the media when you might be able to answer a question.
 - When you do know the answer get back to the media, if appropriate.
- Avoid “no comment” responses. Instead explain why you cannot answer a specific question or questions.
- Never go “off-the-record.”
- Don’t give exclusive interviews.
- When possible, address the media face-to-face with prepared press releases.
 - The “hotter” the situation, the “warmer” the media contact needs to be.
- Contact the hospital and alert them to expect media interest if appropriate.

Staff Communication

Although staff communication is always important, in times of crisis staff needs to receive accurate and timely updates on the situation. A variety of tools can be used. The New Covenant senior staff member, ministry leaders, and volunteers, will formulate and execute a plan to keep staff informed, it may include:

- Regular staff meetings with updates.
- Daily (or more frequent) email updates to staff. Please do not include confidential information in email updates as they are easily forwarded to others and you lose control of information.
- Provide fact sheets to teachers throughout the incident as long as needed (provide in verbal, electronic and paper format).

Parent/Community Communication

Although communication is always important, in times of crisis parents and our community need to receive accurate and timely updates on the situation. A variety of tools can be used. New Covenant senior staff member will formulate and execute a plan to keep parents and community informed, it may include:

- Regular parent/child meetings to provide updates and reassure community.
- Establish a hotline for incoming calls during a serious crisis.
 - Staff hotline for an appropriate number of days. Train staff carefully to answer the hotline.
 - Decide how many hours/days the hotline will be manned and communicate that to the public.
 - After specified time, hotline can have a recorded message, which is updated regularly until the need no longer exists.

Immediate Steps for Communication Equipment in Serious Crisis

Immediate steps may include:

- Church office requests additional mobile phones and extra lines from mobile service provider.
- Church office establish a crisis hotline number.
- Technology immediately begins plan to provide crisis updates on the web page. New Covenant senior staff member will clear all information prior to posting. People will be referred to the web site for the most up-to-date information.

Critical Incident Information Team

Each class must maintain a current class roster and emergency contact numbers for children. The Resource Center should maintain several pads of paper, pens, building maps, pencils, and the master copy of the Adventureland Crisis Management Plan. Ministry leaders should maintain an updated roster of teachers and their emergency contact information.

Crisis Response Team—This core team will be available to assist with a crisis anywhere on campus. They may be called upon for leadership roles in a time of crisis.

New Covenant senior staff member

Ministry leaders

Teachers

Parent volunteers on site with expertise or position in:

- Community Relations
- EMT
- Doctor
- Nurse
- Director of Transportation

Command Center

On-campus: Room 105

Off-campus: King of Kings Lutheran Church parking lot

Food Poisoning

If a number of students become ill due to possible food poisoning:

- Bring ill students to central location such as the activity center.
- Contact medical personnel.
- Assign staff to monitor ill students.
- Contact:
 - Parents and guardians
 - Linn County Public Health at 892-6000
 - St. Luke's Hospital at 319-369-7105
 - Iowa Poison Control 1-800-222-1222
- **All** foods should be saved in the kitchen.
- Keep accurate record of involved students and which hospital they were taken to.

Kidnapping/Missing Person

If you suspect that a non-custodial parent or other person without consent has removed a student from church premises or church activity (on or off grounds):

- Stay calm.
- Confirm that the child is truly missing.
- Assign responsible party - department head on premise.
- Don't let anyone in or out of the building.
- Contact ushers/greets and don't let any vehicle enter or exit your campus.
- Communicate with the right people during the situation.
- Search facility or grounds for student.
- Check student record for custody issues.
- Call custodial parent/guardian.
- Contact 911 if confirmed.

In working with the local officials, use camera recordings from exits to determine identification of anyone leaving with the child or how the child left the building.

Drive-By Shooting

If shots are heard, follow appropriate guidelines:

- Outside with Children
 - Alert children and instruct them to drop to the ground immediately.
 - If vehicle leaves premises, children quickly enter building.
 - If vehicle returns, children drop to the ground.
 - Administer needed first aid.
 - When safe take attendance and report missing children/staff.
 - Report incident, names of witnesses and injured/missing individuals to New Covenant senior staff member.
 - Provide applicable information to law enforcement.

- Inside with children
 - Instruct children to drop to the floor immediately and stay away from windows.
 - Lock classroom doors or place items in front of door to restrict access.
 - Keep all children in the room and remain with them.
 - Take attendance and, when safe, report missing children to New Covenant senior staff member.
 - Wait for instructions or the All Clear signal.

New Covenant senior staff member

- Contact 911

Sexual Assault

A sexual assault, on a child or staff member, creates an extreme physical and emotional situation. If sexual assault occurs, it is vitally important to protect the victim's privacy and rights.

On-site/Off-site at a church-sponsored event or activity

- Remove children, staff and others and secure the area immediately. If this isn't possible, move victim to a private area.
- Assign a same sex staff member to stay with the victim.
- Contact:
 - New Covenant senior staff member
 - 911
 - Parent or guardian of victim
- Assign someone to meet law enforcement and emergency medical personnel—use an entrance that does not alert other children to the crisis when possible.
- Accompany victim to hospital, if appropriate.
- Do not speak to the media about the incident refer to New Covenant senior staff member.

Off-site at a non-church sponsored event or activity

- New Covenant senior staff member.

Bus/Van Accident

See Transportation Ministry guidelines if an accident occurs. If those guidelines are not available these can be used.

If a bus/van accident occurs, the New Covenant senior staff member or church office (whoever takes call) should:

- Record accident location, bus and route number, and children/adult injuries (both number of injuries and names involved).
- Initiate the appropriate communication contacts:
 - Transportation Ministry dispatches a new bus/van to pick up non-injured students and continue route if possible.
 - Call 911 if the call has not already been made.
 - Call appropriate family or emergency contacts.
 - Notify New Covenant senior staff member of injuries to their children/staff.
 - Refer to communication component of plan for guidance.
- Record information regarding which hospital injured victims were taken to and by who (ambulance, parent, emergency contact).
- Appoint church personnel to go to accident site and relay information to church office, if needed.
- Appoint Pastoral staff to go to hospital(s) to serve as liaison between church and families/hospital, if needed.

Fire

Updated 9/2018

ALARM: Note that the alarm for a fire warning is an alternating pitch siren.

If the fire alarm is sounded in a non-drill situation:

- While teachers start the evacuation, ministry leaders and custodial staff should determine if there is a real fire or a false alarm.
- Real fire, **call 911.**
- Teachers, staff and children evacuate the building as practiced during drills. If your designated exit is not safe use the next closest exit. Each room should have a fire escape plan posted on or near the door.
- Teachers should take their class list with them. Room leaders are responsible to ensure that their attendance rosters are available for double checking attendance once outside. If children are present, children should not be released until role can be taken.
- Teachers are the last to leave the room. Close door when everyone has exited the room. **Do not** lock door or close windows.
- All classes should move to the far North side of the parking lot near the playground equipment. Ensure that groups are not blocking emergency vehicles entering the scene.
- New Covenant senior staff member will decide if there is a need to evacuate to another location or wait for re-entry into the church building.
- All adults who depart the building out the East and South exits are to move to the far Southeast corner of the parking lot. Move quickly and away from any approaching fire equipment that may be arriving.

Tornado

Updated 9/2018

ALARM: Note there is no alarm that sounds in the building for a tornado. Instructions regarding a tornado is passed thru the phone system to the individual classrooms from the upper level Welcome Desk.

Local weather stations are used to determine if there is a watch/warning for the Cedar Rapids area. This is monitored by the U-Team and/or church staff. If an alert is issued the U-Team/church staff use the Upper Level Welcome Desk to notify the classrooms.

The National Weather Service issues two types of tornado alerts:

- **Tornado watch:** Current weather conditions indicate a tornado is possible.
- **Tornado warning:** Tornado has actually been spotted or indicated on radar.

Tornado procedures are being updated and have not yet been posted in each classroom. Please follow the room assignments below. These assignments are posted in your classroom.

Tornado Evacuation Plan		
Area	Room	Evacuation Location
Nursery	1, 3, and 5	Laundry Room Off Room 1
Nursery	2	Bathroom In Room 4
Nursery	4 and 6	Walker Lounge Off Room 4
Toddler (Barn Area)	30, 31, 32, 33	Room 30
Early Childhood	20, 21, 22, 23	Room 20 (Ideal: Use bathroom)
Early Childhood	24, 25, 26, 27	Room 24 (Ideal: Use bathroom)
Early Elementary	Lodge, Cabins, Craft Room, General Store	Craft Room
Upper Elementary	Hangar, Gates 1-7, 10	Gate 7
Teacher and Resource Center	213	Craft Room
Guest Families	208	Gate 1

Tornado Watch Issued

- Welcome Desk print off class list and proceed to designated areas.
- Children brought in from outside activities
- Leaders close outside windows/blinds/curtains
- Leaders inform students of the tornado drill procedures
- Children may be released to parents/guardians with proper identification
- Continue normal building activities

Tornado Warning Issued – Community tornado alarm sounded and children/staff take protective shelter in designated area.

- NOTE: Lower level and Upper level gate must remain open to move to designated classrooms on lower level
- Leave unused classroom doors open and move to designated area.
- Teachers keep classes together and take attendance.
- If classes are outside, instruct students to lie flat in ditches or ravines.

- Exterior doors are closed and remain closed until all clear is signaled
- If parents arrive to pick up their children: invite them inside until the emergency has passed. Don't allow children to be removed from church.
- **Each ministry lead will do a final check of rooms to ensure all have been moved to safe locations.**
- Following a warning, everyone should remain in their designated area until given notice to return by those in authority.

If a tornado strikes the building

- Do not move injured persons, but relocate others to a safe site. Do not go to sections of the building that may have been damaged.
 - Safe site may be another part of the building or another location.
 - If safe, assign staff to remain with injured.
 - Contact:
 - 911
 - Account for all children/staff and report any missing children or staff to New Covenant senior staff member.

Hazardous Materials

This type of emergency usually occurs when a truck or car accident causes leaking or spilling of hazardous materials or if a gas line is broken near a building. The major threat from this kind of situation is toxic fumes and/or skin contact. You may be alerted to a HazMat concern in a variety of ways such as: someone reports a gas or chemical odor, emergency broadcast warnings, fire or law enforcement notifications, etc.

Building Evacuation

If the decision is made to evacuate, use the basic fire drill procedure with adjustments made to evacuate children away from the location of the spill/leak/problem.

- Move everyone up hill/upwind from the problem (This would normally be West of the building).
 - Wind and water can quickly transport hazardous materials.
- Contact
 - 911
 - Church Administrator

Shelter in Place

Shelter in place utilizes classroom, office or storage space to provide temporary/relatively safe shelter from the release of hazardous material(s) in the vicinity of the church.

- Contact
 - 911
 - Church Administrator
- Notify all children and staff to get inside immediately.
- Close all windows and doors.
- Teachers take attendance and notify ministry leaders and/or New Covenant senior staff member if children are missing.
- Notify custodians, if available, to shut off building heating/cooling/ventilation systems.
- Classroom teachers shut off heating/cooling/ventilation systems in their areas.
- Lock all exterior doors
- Identify one door to be used as the entrance and exit.
- Assign an adult to supervise the identified entrance/exit.
- Teachers do not let children leave the classroom.
- Wait for all clear signal.

Custodians should have MSDS information about hazardous chemicals in each building. A copy of this information should also be placed in the church office. The phone number for Poison Control is: 1-800-222-1222.

If children/staff come into contact with HazMat material the information below will help minimize physical damage and improve the chance for recovery.

- Corrosive Materials—substances that cause physical damage to tissue
 - Wash out eyes for 15-20 minutes, keep eyes open, and don't rub affected area.

- If possible, get under a shower, remove all clothing, and wash with soap and water.
- Flammable Materials—liquids and gases that burn easily
 - Evacuate children and staff immediately from the area
 - Turn off main gas and electrical supplies
- Toxic Materials—poisonous substances
 - Wash hands and affected area immediately
 - Take off/discard contaminated clothing
- Reactive Materials—substances that undergo chemical change and may result in an explosion, burning, corrosive/toxic condition
 - Close all doors
 - Evacuate children and staff immediately to safe area
 - Implement decontamination procedures from local fire department/health personnel

Roles and Responsibilities

The following list of roles are helpful in assigning responsibilities to staff members, teachers and parent liaisons:

New Covenant senior staff member: The senior staff member is the church member who is the primary person responsible on the premise at the time of the crisis. When there are multiple ministries on premise during a crisis a senior staff member should be determined to be the focal point for all major decision. A paid staff member should assume this role unless a more logical choice is apparent. This person's responsibilities include:

- Assess emergency situation and determine threat to human life and structures.
- Authorize communication of emergency to 911, staff etc.
- Implement appropriate emergency plan procedures
- Assign leadership roles (listed below) to staff members.
- Authorize information release to the public.
- Authorize release of children to parents/guardians during and after emergency.
- Determine when to release staff after the emergency situation.
- Coordinate briefings of the ministry teams and emergency personnel.
- Ensure that emergency response is documented for legal and financial reasons.
- Monitor and evaluate how well or poorly the emergency plan worked.

Parent Liaison or Staff Members

- Seal off emergency area.
- Keep all unauthorized people from entering emergency area (it may be a crime scene).
- Coordinate with fire, police, paramedics, etc.
- Attend briefings.
- Assume New Covenant senior staff member responsibilities if he/she leaves site.
- Provide building and/or campus maps to police and fire personnel.
- Other building/district staff emergency duties
 - First aid support
 - Traffic control
 - Children supervision
 - Parent supervision
 - Media supervision (not spokesperson but logistically keeping them in designated areas)

Student and staff support

- Assign staff to handle immediate children/staff/parent on-site emotional needs.
- Request additional support from local agencies as available.
- Assign staff responsibility for student and staff personal belongings.
- Involve service ministries from within the church as appropriate
 - Helping Hands
 - Stephen's Ministry
 - Kitchen Crew

Communications/Public Information Officer

- Establish official media site away from incident, children and staff.
- Serve as official spokesperson.
- Obtain approval from New Covenant senior staff member for written and verbal communications with media, parents and community
- Coordinate joint press conferences/briefings with emergency personnel.
- Monitor news broadcasts covering the emergency.
- Correct misinformation immediately.
- Report current emergency situation to appropriate staff members.

Documentation/Journalist

- Maintain written documentation of emergency phone calls, procedures, and events.
- Compile student attendance records.
- Collect absent/missing children—report missing children to the New Covenant senior staff member
- Account for all staff—report missing staff to the New Covenant senior staff member
- When emergency is over, compile and forward copies of written documentation to the church office

Logistics

Logistical Procedures

- Assign staff to answer phones. (Adults only with clear instructions on what to say.)
- Restrict use of building phones to authorized personnel.
- Distribute needed supplies and equipment.
- Reporter of an emergency:
 - Keep child/adult in separate location until police arrive.
 - Do not leave the person who reports the crime alone.
 - Ask the reporter of a crime to write down what they observed.
- Assign staff members with no student supervisory responsibilities to duties that need personnel.

Support and Recovery

After the immediate emergency is over and the building site is secure—when the immediate emergency has been resolved and it is safe, the important task of support and recovery begins. As you plan your strategies for these tasks, the following guidelines can guide your thoughts and actions.

Injured and/or deceased staff and children

- Accurate identification of injured and/or deceased staff/children must occur
 - Assist coroner with identification of deceased students/staff
 - Coroner will normally notify families of the deceased
- Keep accurate lists of injured students and staff
- Keep accurate information about hospitals injured were sent to (individual name and hospital)
- Identify and record staff to accompany injured students and staff to hospitals.

Parent communication

- Staff are assigned to act as liaisons/communicators with parents
- Be sensitive to parental needs/emotions (fear, anger, blaming, etc.)
- Assign a location where parents must congregate, receive information/wait
- Contact parents, guardians of injured children.
- Contact spouses/families of injured staff members.
- Don't share information with media/community about involved children or staff unless you receive parent/guardian/family permission
 - Remember medical and student information is confidential and cannot be shared.

Student and staff support

- Assign staff to handle immediate children/staff/parent on-site emotional needs.
- Request additional support from local agencies as available.
- Assign staff responsibility for student and staff personal belongings.

Long term planning-after the emergency

The following are important to consider when planning for the future.

- It is important to remember the “incident”—to validate people’s feelings.
- Develop a plan for the one-year anniversary with appropriate participation from staff, children, and parents.
- Develop a plan for long-term counseling/support needs of children, staff, and parents.
- Conduct a Church staff debriefing as soon as possible:
 - Ask for assistance from the
 - Acknowledge staff help, support and good work.
 - Discuss reaction to the tragedy.
 - Ask/identify who needs support and follow up.

- Conduct an all staff debriefing as soon as possible with similar points.
- Establish procedure and identify responsibilities for getting building/site cleaned up and ready to use.
- Discuss how and when to reopen building—start as soon as possible even if an alternate location needs to be used.
- Discuss process for how and who will visit injured children and staff in hospitals.
- Discuss process for how and who will visit parents/guardians/family of deceased.
- Organize a committee to evaluate emergency plan implementation
 - What worked and what didn't.
 - Look at errors in process, procedure, communication, staff responsibilities, etc.
 - Plan corrective actions.

