

Introduction

Why a Crisis Plan?

In the past three years, random violence in schools across the country has forced Americans to ask the question, “Are my children safe at school?” There are some startling similarities and facts about the recent events that make a crisis plan essential for every school.

- Fifteen major school violence incidents resulting in fatalities have occurred since February 1996.
- Only two of the impacted communities had a population of more than 100,000; the average was about 52,500.
- All but one of the shooters were Caucasians, as were all but three of the victims.
- Eleven of the 15 incidents occurred in the final two months of the school year. The massacre at Columbine High School in Littleton, Colorado, occurred just 19 days before graduation.

After reviewing these and many other facts, the Provo City School District (PCSD) has developed a crisis plan to help maintain a safe learning environment for the students and prepare for or prevent a crisis in our District.

Without an established emergency plan, Provo schools, students and personnel are vulnerable to potential crises. Now that the plan is being implemented, we encourage you to take advantage of it. Test the plan by participating in the training exercises. You’ll find that the more prepared you are, the safer your children will be.

Key Stakeholders

In almost any significant emergency, we must focus on several key audiences, each of whom is directly affected and has a stake in the outcome of an incident. Our key stakeholders are described below.

Students are entrusted to the schools for their safety and well being, so their security is of highest importance. Of all the stakeholders in a crisis, it is generally students who are the most personally and emotionally involved.

Parents are naturally concerned with the safety of their children. Be helpful in allaying fears or concerns a parent may have. In the event of a crisis, every effort should be made to keep parents updated on the situation.

Faculty/Staff members sometimes blame themselves for a tragedy. It is common to ask, “What could I have done?”

- Realize that your feelings are normal reactions to an abnormal situation.
- As individuals, we all respond differently.
- We move at our own pace through stages of loss and healing.

Administrators are under great pressure to see the situation resolved appropriately. Although generally the ones responsible to make key decisions during emergencies, they require cooperation and full support from staff and faculty, as well as from other administrators.

The Board of Education will be receiving numerous telephone calls from concerned parents, community leaders and the media. It is important that they are informed of the situation and supportive of the school district.

Utah Office of Education will need information regarding the incident. It is important to provide them with the confirmed facts.

Neighbors living near a school are often directly affected by emergencies. In the case of fires, explosions, hostage situations, chemical spills or leaks, or hostile intruders, they may also be at risk. In the event of widespread media coverage, they may be bombarded with questions about the situation and their opinion about the school's safety and security performance.

News Media will arrive at the scene within minutes of an incident. Their job is not always pleasant, but they are professionals with an important job to do. It is generally in the district's best interest to cooperate fully with reporters whenever possible, though the situation may require centralizing the PCSD responses.

Goals

Crisis Management Operating Principles

In an emergency situation, we will be judged by key stakeholders on the things we do well. Just as important, our “customers” will be watching to see how we deal with adversity. The following operating principles should guide our efforts in major (and minor) incidents:

- Our first priority is to ensure the safety of our district’s students, faculty, staff, administrators and volunteers in any emergency situation.
- We will improve our ability to forecast potentially volatile situations through improved attention to danger signs involving our students.
- We will cooperate fully with public safety officials and other crucial stakeholders to achieve a safe outcome in any emergency affecting PCSD.
- We will focus on solutions, not on placing blame.
- We will conduct ourselves in a professional, compassionate and thoughtful manner throughout an emergency.
- We will use effective training techniques to help prepare faculty, staff and administrators for pertinent and predictable contingencies.
- We will learn from all incidents occurring in our district and in others around the state and region. Our processes will be upgraded accordingly.

Crisis Management Goals

Our overall goal is to prevent or reduce the possibility of accidents or tragedies through effective crisis management. To achieve this, we must:

- Help PCSD maintain a stable and productive learning environment in the event of a crisis;
- Help school personnel prevent unnecessary confusion and turmoil;
- Reduce disruptions within our schools during times of high stress;
- Facilitate the return to a normal school routine as quickly as possible following an emergency situation; and
- Minimize liability to the school district.

EMERGENCY TELEPHONE NUMBERS

ALL OF UTAH COUNTY

Emergency Only - All Services

911 or 343-4100

PROVO POLICE DEPARTMENT

Non-emergency

911
852-6210

PROVO FIRE DEPARTMENT

Fire Prevention
Hazardous Waste

911
852-6307
852-6321

AMERICAN RED CROSS

373-8580

BYU CAMPUS POLICE

378-2222

CHEMICAL SPILLS

911

ELECTRICITY

Utah Power and Light
Power Outages (24 hour)
Utah Power
Provo City

1-800-754-3114
852-6868
1-888-221-7070
852-6820

GAS

Questar
After Hours

853-7400
1-800-541-2824

HIGHWAY PATROL

Emergency
Non-emergency

911
374-7030

HOSPITALS

Utah Valley Regional Medical Center
Orem Community
American Fork
Primary Children's Medical Center

373-7850
224-4080
763-3300
1-801-588-2000

IRRIGATION WATER & STORM DRAIN

852-6780

POISON CONTROL CENTER (U OF U)

1-800-456-7707

RAPE CRISIS HOTLINE

377-5500

RADIO STATIONS

KSL - 1160AM	1-801-575-7680
KOVO - 960AM	373-9600
KUTQ - 99FM	470-7625
KALL - 910FM	470-5255
KENZ - 107.5FM	470-1075
KSRR - KSTAR	470-1400
KOSY - 106.5FM	470-5000
KFNX - 1320AM	470-1320

TELEPHONE

U.S. West	1-800-954-1211
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TV STATIONS

KSL	1-801-575-5880 or 224-5806
KUTV	818-0140

UVSC CAMPUS POLICE

222-8828

WATER & SEWER

24 Hour Emergency	911 or 852-6789
Non-emergency	852-6780

WEATHER

National Weather Service	1-801-524-5133
Highway Conditions	1-801-964-6000
Utah Snow Conditions	1-801-521-8102

GOVERNMENT TELEPHONE NUMBERS

CITY

Mayor's Office	852-6100
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COUNTY

Sheriff	343-4000
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STATE

Utah Office of Education	1-801-538-7500
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SCHOOL DISTRICTS:

Alpine School District	756-8420
Nebo School District	798-4000

PROVO SCHOOL DISTRICT EMERGENCY PHONE NUMBERS

DISTRICT OFFICE

Administrative Offices 374-4800
Crisis Coordinator 374-4814

WEAPONS HOTLINE 375-LIFE

TRANSPORTATION 374-4860

Superintendent: Mike Jacobsen
Work: 374-4804
Home: 221-7026

Assistant Superintendent: Patti Herrington
Work: 374-4807
Home: 225-4307

Director,
Personnel: Terry Shoemaker
Work: 374-4822
Home: 223-9620
Cell Phone: 360-8442

Director,
Student Services: Greg Hudnall
Work: 374-4814
Home: 374-2099
Cell Phone: 372-7799

Coordinator,
Student Services: Drew Bolander
Work: **374-4837**
Home: 224-0849
Cell Phone: 362-6800
Pager: 223-8803

Coordinator,
Student Assistance
Program: Ami Griffiths
Work: 374-4833
Home: 370-0157
Cell Phone: 592-0075

Secretary,
Student Services: Donna Nelson
Work: 374-4814
Home: 224-1668

Specialist,
Student Services: Cathy Bledsoe
Work/Home: 375-8416
Cell Phone: 372-2208

PROVO SCHOOL DISTRICT SCHOOLS

Elementary

Amelia Earhart	370-4630
Canyon Crest	221-9873
Edgemont	221-9987
Franklin	374-4925
Grandview	374-4905
Joaquin	374-4940
Maeser	374-4945
Provost	374-4960
Rock Canyon	374-4935
Sunset View	374-4950
Timpanogos	374-4955
Wasatch	374-4910
Westridge	374-4870

Middle

Centennial	370-4621
Dixon	374-4980
Farrer	374-4970

Secondary

Provo High	373-6550
Timpview	221-9720
Independence	374-4920
Hillside	374-4930

Special

Oakridge	374-4915
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Dealing with the News Media

Key Steps in Working with the News Media

1. _____ is designated by the district to handle media queries and relationships in any significant incident. The back-up media spokesperson is _____. It is essential that this chain of command be intact so that the district can be consistent and accurate in the information released to the media.
2. If an incident draws more than 6-8 reporters, the district will need a media briefing center. Depending on circumstances, the center may move around. For example:

The primary location is the **district administration office** in Provo.

The **back-up location** is at _____.

Media briefing center criteria

1. **Location.** The room may be in a non-district facility, such as a hotel conference center; for security reasons, it should not be adjacent to the room being used by the crisis team; team deliberations and notes should not be available prematurely.
2. **Lighting/sound.** It should be well-lit and have an adequate sound system that will save district officials from having to shout over the background noise.
3. **Materials.** Easels should be available for displaying maps and other information to the media.
4. **Provisions.** A photocopier should be readily available for distributing copies of district statements to all reporters present; the same information would be sent to out-of-town media via fax.

When dealing with the **news media**, always remember:

- **TELL THE TRUTH.** Be open and honest, but remember that you don't have to volunteer everything you know.
- **NEVER SPECULATE.** Say, "I really can't speculate. Let's stick to what we know." Only state that which has been confirmed, e.g., "This is what we can confirm at this time ..."
- **NEVER SAY, "NO COMMENT."** Most people interpret this to mean that you are guilty or that you have done something wrong.
- **SPEAK CLEARLY.** Don't use educational jargon.
- **BE COURTEOUS.** Try to remain calm and be pleasant, especially when the reporter is pressing for much more information than you can provide or confirm at that time. Remember, the reporter is someone just like you with a job to do.
- **BE PREPARED.** Anticipate questions; write notes about the incident; have your answers ready. If you don't know an answer, it is best to say, "I don't know, but I will find out and get back to you."
- **BE QUICK.** Remember that reporters are on deadline. Let the media know that you will provide the information as soon as you have it.
- **RESPOND TO QUESTIONS WITH SHORT, DIRECT ANSWERS.** This will help you stay in control of the interview.
- **DEMONSTRATE COMPASSION AND SENSITIVITY** in situations where there are fatalities or serious injuries. Do not speculate or address hypothetical questions.
- **DO NOT TRY TO ASSESS BLAME.** This is a natural line of questioning, but the details of an incident will take days to sort out.

District Media Responsibilities:

	Name	Position	Back-up
Draft initial media response statement	_____	_____	_____
Approve media response statement	_____	_____	_____
Provide media response statement to public safety officials	_____	_____	_____
Draft employee statement	_____	_____	_____
Approve employee statement	_____	_____	_____
Develop likely media Q&A	_____	_____	_____
Response to media calls	_____	_____	_____
Authorized to speak for the district Request involvement of the superintendent	_____	_____	_____
Update information from on-site team	_____	_____	_____
Travel to scene of incident	_____	_____	_____
Conduct media briefing(s)	_____	_____	_____
Recruit additional personnel	_____	_____	_____
Provide media access to the site	_____	_____	_____
Arrange meals for crisis team	_____	_____	_____
Authorize release of names of fatalities or injured	_____	_____	_____
Prepare obituary information on fatalities	_____	_____	_____

Media Responsibilities cont.:

Update district web site _____

Arrange media monitoring services _____

Determine whether outside resources are
needed _____

Mobilize outside resources _____

Notify Governor's office _____

Notify State Department of Education _____

Media Log

Every media call should be logged, with a summary of the reporter's questions. Subsequent statements will include updated information, so it is important to put the date and time on all statements to be sure all parties are working with the most recent information.

Date _____ Time _____

Reporter _____

Representing _____

Phone Number _____ Fax Number _____

Questions:

Answers promised by (time): _____

Ask: What can you tell me about the situation?

Legal Issues

This section is written as a general guide. For specific questions or situations, consult **Mark Robinson**, the Provo City School District attorney,

Legal Considerations:

- In sensitive situations such as suicide, make sure that the family of the deceased approves all information that is given to the media about the child.
- The district will not release any medical information that has not been already released by the medical examiner, appropriate police officials or local hospital authorities.
- No district employees should discuss fault or place blame on anyone or anything for the incident.

Law Enforcement on your campus

The Provo Police Department was an early and steady participant in development of this plan. District administrators have the right to search lockers, book bags, etc. if they reasonably believe there is a danger to students and staff. Police have the right to search if they have probable cause. The police officer(s) will make that determination.

Individual schools should consider several steps for effective cooperation with the police:

- **EMERGENCY PLANS.** Design emergency plans with assistance from the police department to include planning for major life-threatening events, such as shootings, bomb threats or natural disasters.
- **TRAINING.** Train school staff in recognizing when police intervention is required.
- **CRIME SCENE.** Only authorized law enforcement and fire department personnel will be allowed to enter the crime scene. It is important that no one else try to enter the crime scene or interfere with the investigation. If police/fire need a school official, they will arrange for access to the crime scene.
- **EVIDENCE.** It is essential that nobody be allowed to touch any items in the crime scene area. Nor should anyone enter an area that may be needed for fingerprinting.

Counseling/Support

School Arrangements

Counseling services will be available as soon as possible after an incident. Both short-term and long-term counseling may be appropriate to help individuals adjust after a crisis.

In the event of a crisis, each school should designate both a group counseling site and an individual counseling site. Assuming the situation is under control, these counseling sites should be located somewhere in the school. These locations are listed below.

Our school group counseling site will be located:

Our individual school counseling site will be located:

School personnel should decide how they will refer students to the counseling sites in order to prevent students from trying to get out of class for the sake of getting out of class or wandering in the halls. Some examples of student referrals are requiring the teacher to send a note to the office or giving the student a special pass to leave the classroom.

District Arrangements

If the principal decides the crisis is beyond the resources of the school team, the district team will be called in. The district team consists of local professionals who have volunteered their services in the event of a crisis.

It is important to note that the district team is not called in to “take over” the situation but to provide support to students, parents, faculty and staff. **The principal is still in control.**