MEMORANDUM

To: Members of the Board of Education

From: Jerry D. Weast, Superintendent of Schools

Subject: Montgomery County Public Schools Emergency/Crisis Preparedness Update

I am providing you with a status report on the readiness of the Montgomery County Public Schools (MCPS) to respond to an emergency/crisis situation within the school system or in conjunction with the Montgomery County Government’s Emergency Management Group (EMG) in an emergency requiring county intervention. The safety and security of our students and staff is a top priority of the school system. This status report is important, especially in light of the recent threats directed at our nation.

I want to assure you that MCPS is prepared to respond to an emergency/crisis situation by having school/facility crisis plans in place, ready for quick and confident activation. In addition, resources are available to help with the mental health needs of children and adults during a time of crisis.

MCPS utilizes a comprehensive emergency/crisis response plan that incorporates the concepts and structure of the national Incident Command System (ICS) for responding to a school system emergency/crisis situation. The emergency response plan includes various stages of activation, depending on the level and scope of the emergency/crisis, as well as emergency communication procedures. The systemwide plan—MCPS Emergency Response Plan—provides for the various supports necessary to manage any type of emergency that may occur within the school district. The staff members that fill the various roles on the incident command team have been selected for their problem-solving and decision-making capabilities.

Each school and facility has developed a comprehensive emergency/crisis plan, also under the structure of the ICS, that fits the individual needs of that particular school or office. The emergency/crisis plan requires each school and facility to designate an on-site emergency team (OSET) that is trained in emergency preparedness and crisis management to assist administrators when responding to an emergency or crisis situation. Administrators have assigned specific duties and responsibilities to members of their OSET. The alignment of emergency response duties and responsibilities under the structure of the ICS allows for a seamless integration between the Montgomery County Government’s Emergency Operations Plan (Attachment A),
Members of the 
Board of Education 2  March 11, 2003

the MCPS Emergency Response Plan (Attachment B), and the local school emergency/crisis plan (Attachment C). The common goal of these emergency response plans is the successful management, mitigation, and recovery of an emergency/crisis situation.

As part of the MCPS crisis preparedness efforts, two distinct procedures have been developed for securing all schools and facilities in case of an emergency/crisis—Code Red and Code Blue. Code Red calls for an immediate and complete securing of the facility until cleared by public safety officials or an MCPS administrator. Code Blue allows for a flexible response by the school or facility to an incident. These procedures allow for different levels of control, accountability, and access for all facilities, depending on the situation. MCPS has trained all school-based administrators in these procedures and requires practice drills throughout the school year. MCPS has produced a set of videotapes detailing the purpose of Code Red and Code Blue, the expectations of staff and students during the code, the procedures to be followed, and the debriefing process at the conclusion of the code. Each school and facility received a set of these videotapes and was urged to share the videotapes with students, staff, and parents.

MCPS also has implemented a notification and communication system to communicate with all facilities and notify stakeholders in times of emergencies or crises. This system comprises Web site, e-mail, listserv, telephone, and radio and television messages. In addition, each school has a Nextel telephone for emergency communication with direct connect capabilities and a NOAA weather radio that can receive emergency messages in addition to the weather alerts. Each school and facility has a mobile emergency kit. This kit contains a cell phone to be located in the principal’s office, a copy of the school’s emergency/crisis plan, combination flashlight/portable AM-FM radios, first aid supplies, batteries, student and staff lists, and other essential items to help during an emergency.

Emergency preparedness and mental health resource information is available on the MCPS Web site, www.mcps.k12.md.us. Parents and community members are encouraged to visit the Web site to learn more about the MCPS emergency preparedness efforts and mental health outreach.

The Department of School Safety and Security conducts a comprehensive emergency preparedness training program to enhance crisis management skills for attendees. These sessions are offered to MCPS administrators, OSET members, school-based staff, and other support staff. More than 4,000 MCPS employees have been trained so far this school year, and more training sessions are scheduled. MCPS also has trained more than 150 private school administrators and staff in emergency/crisis preparedness techniques and shared with them the MCPS school emergency/crisis plan, instructions, and other emergency preparedness information.

In response to the U. S. Department of Homeland Security advisory system’s initial elevation of the threat level to Orange, MCPS produced emergency preparedness guidelines that were sent to principals and building/site administrators (Attachment D). These guidelines specifically address emergency preparedness with regard to chemical, biological, and/or radiological incidents. All schools have been mandated to conduct emergency procedure drills to test their readiness to respond to an emergency/crisis. A letter has been sent home to parents (Attachment E) emphasizing the school system’s readiness to respond to an emergency situation with a strong
focus on the mental health needs of students, staff, and parents. Also, MCPS has developed guidelines for schools to use in planning short duration sheltering-in-place procedures for staff, students, and visitors. Additional guidelines have been developed for schools to use in preparing a parent/child reunification plan so that students and parents can be reunited in an orderly, effective, and efficient manner in the event of an emergency/crisis. Schools will be directed to share these plans with their school communities. Principals recently attended training sessions on preparations for shelter-in-place, parent/child reunification procedures, and emergency preparedness with regard to chemical, biological, or radiological incidents.

In addition to the above, the following emergency preparedness efforts will continue in response to the initial elevation of the national threat level:

- Staff from the Department of School Safety and Security will continue to visit and monitor schools and facilities to assess and support their emergency preparedness.
- Schools and facilities have received emergency preparedness checklists (Attachment F) to self-assess their safety and security procedures.
- MCPS officials will continue to meet with and maintain timely communication with Montgomery County public safety and emergency management officials.
- MCPS continues to test its emergency communications plan, systemwide and in each school and facility, to ensure that it is fully operational and functioning.
- All MCPS staff have been reminded to remain alert to suspicious activity and to be diligent in reporting any suspicious activity to public safety officials immediately.

Next Steps

- Continue to assess the school system’s readiness for responding to an emergency/crisis situation and make necessary changes or modifications to ensure the continued safety and security of students and staff.
- Continue to improve our emergency preparedness efforts by working with our public safety partners, public health officials, and emergency management officials at the local, county, state, and federal levels to identify effective response strategies.
- Continue to develop and deliver mental health resources to assist children and adults in times of crisis.
- Continue to develop and deliver crisis preparedness training for MCPS staff.
- Provide periodic updates to the members of the Board of Education regarding MCPS emergency preparedness.

Present at the table for today’s discussion are Mr. Donald H. Kress, coordinating community superintendent, and Mr. Edward A. Clarke, director of school safety and security. Mr. Richard G. Hawes, director of facilities management; Mr. Matthew Kamins, supervisor of psychological services; and, Ms. Judith Madden, supervisor of school counseling services, are present and available to respond to questions. Mr. Gordon Aoyagi, Montgomery County fire administrator, also is present and available to respond to any questions regarding Montgomery County’s emergency preparedness.

JDW:fn
Attachments
Appendix BP-2
MONTGOMERY COUNTY
Incident Support Team (IST)

County Executive

Chief Administrative Officer
as Director of Emergency Management

Information Officer

Disaster Manager

Federal Emergency Management Agency

Maryland Emergency Management Agency

Emergency Management
(Liaison with Outside Agencies)

Information Officer

Planning

Logistics

Admin/Finance

Operations

Health/ Human Svcs

Fire Operations

Police Operations

Environmental

Life Safety and Hazard Control
Special Hazards
Fire Investigations
Decontamination
F/R Fleet Management
F/R Gear/ Equipment
Metropolitan Medical Strike Force (MMST)
Specialty Teams

Command Bus
Evacuation
Restricted Areas
Security
Investigations
Liaison With Other Law Enforcement Agencies
Coordination With Medical Examiner
Traffic Management
( Coordinate with TMC)
Police Fleet Management
Deceased Identifications

Damage Assessment
-Donations Management
-Documentation
-EOC Resource Needs
-Technical Specialists
-Geographic Information Systems
-Next Shifts
-Action Plans
-Strategic Plans
-Mitigation Strategies
-Demobilization Strategies
-Coordination With
Rockville, Gaithersburg,
Takoma Park
-Coordination With Other Municipalities

Communications
-Mass Care/Feeding
-Resource Management
-Facilities
-Traffic
-Management Center
-Transportation
-Shelter Task Force
-Fleet Management

Coordination With
WMATA, MARC,
AMTRAK, CSX, BWI,
Dulles, National, and
Gaithersburg Air Park

Procurement
-Personnel
-Compensation Claims
-Legal
-Cost Tracking
-Federal/State Assistance
-Coordination With
Non-Profits for Disaster Applications

Local Hospital Capabilities (HRN)
Epidemiology and Disease Surveillance
Communicable Disease and Monitoring
Coordination With Medical Examiner
Coordination With Funeral Directors Association
Coordination With DC Hospital Association

Life Safety and Fire Protection

Emergency Management
(Liaison with Outside Agencies)

Water and Sanitation Utility

Telephone Utility

Gas Utility

Electric Utilities

American Red Cross

Radio Amateur Civil Emergency Service

Redcross'Help services

Search and Rescue Organizations

Coordination With Other Municipalities
MONTGOMERY COUNTY PUBLIC SCHOOLS
Rockville, Maryland

EMERGENCY RESPONSE PLAN
Incident Command System (ICS)

Board of Education
Superintendent of Schools

Chief of Staff
Incident Commander
Chief Operating Officer
Room 127

Public Information Officer
Operations & Logistics Officers

Safety Officer
Liaison Officer

Deputy Superintendent

Logistics Team
Logistics Officer
Room 149

Planning Team
Planning Officer
Room 120

Finance/Administration Team
Finance/Administration Officer
Room 147

Recorder

County Emergency Management Group (EMG)
Superintendent of Schools/
Deputy Superintendent
Safety Supervisor

Unions
MCAASP
MCEA
MCCSSE

Recorder

Community Partners
As
Community Ministries
/icc/Community Leaders
Mental Health Community
Siness Community

Operations Officer
Room 127

Recorder

Facilities Management

Association Relations

Controller

Communications

Community Superintendent

Budget Office

Room 120

(updated 2-20-03)

(95)
Incident Command System (ICS)

- Operations Officer
  - Public Information Officer
  - Safety Officer
  - Liaison Officer

Operations & Logistics Officers

- Operations Team
  - Operations Officer

- Logistics Team
  - Logistics Officer

- Planning Team
  - Planning Officer

- Finance/Administration Team
  - Finance/Administration Officer

Tracking Coordinator/Recorder

- Media Staging Area

- Student/Staff Accountability

- Parent Information/Reunification Coordinator

- Schedule Debriefing

- *Planning Assistants

- *Records and Expenses

- *Man hours/Work hours Recorder

- *Transportation

- *Communications

- *Monitor Weather Conditions

- Assist Special Needs Students/Staff

- Check outdoor play areas/field for students/staff during a Code Blue

- Check restrooms for students/staff and monitor hallways during a Code Blue

*These positions are not required OSET positions, however, if you have the capability and staff to fill these positions, your emergency response plan will be enhanced.
February 13, 2003

MEMORANDUM

To: Principals and Building/Site Administrators

From: Jerry D. Weast, Superintendent of Schools

Subject: Emergency Preparedness Guidelines

I have confidence that principals and staff have the training and skills to respond appropriately to the needs of their schools in this time of national emergency. This memorandum provides information about emergency preparedness and other updates to existing school crisis plans.

I want to urge principals and staff to be cognizant of the mental health needs of their students and staff, as well as themselves and their families, at a time of significant fear and apprehension. School crisis teams should continue to use and update mental health procedures that were provided earlier this year during the sniper incident. The expectation is that schools will do the best they can with existing resources under whatever circumstances occur and that students, staff, and parents will be supportive and flexible.

At this time, it is necessary to be responsive to the U.S. Department of Homeland Security advisory system’s elevation of the threat level to Orange (high), indicating a high risk of terrorist attacks. The attached emergency preparedness guidelines are provided for your use in maintaining the safety and security of your students, staff, and facility. This information is provided to assist MCPS in the event of a chemical, biological, or radiological incident.

In any emergency situation, response strategies will depend on the nature and scope of the incident and prevailing conditions. The actual cause and specific nature of the emergency may not be readily apparent, especially in the case of a chemical, biological, or radiological incident. Public safety officials will play a critical role in identifying the specific nature, cause, and extent of the emergency, as well as providing guidance to administrators on the response steps that must be implemented. In such cases, we will react at the direction of public safety and health officials.

Administrators need to rely on previous crisis preparedness training, their school emergency/crisis plan, and their leadership and problem-solving skills in responding to a variety of emergency situations.

Each emergency incident will involve a multitude of factors, and administrators need to be flexible and adaptable in developing and implementing response strategies. While there is no
one set of response guidelines to deal with every possible emergency situation, administrators should use the Code Red and Code Blue procedures as the foundation of the initial response to any emergency situation, and do the best they can with the resources currently in schools.

Once again, please accept my appreciation for your hard work and the hard work of your staff. I will continue to keep you informed and provide updates for students, parents, and staff as necessary, during this continuing crisis.

Thank you.

JDW:kmy

Attachment

Copy to:
   Executive Staff
   Ms. Cuttitta
   Dr. Shirley
   Mr. Simon
   Mr. Clarke
The following definitions and response/action guidelines have been developed by the Department of School Safety and Security in conjunction with the Montgomery County Fire and Explosive Investigation Section of the Montgomery County Fire and Rescue Services to assist school system administrators in responding to a chemical, biological, or radiological incident.

Terms

- A **chemical incident** is defined as the release of toxic industrial chemicals and/or other agents that are capable of causing bodily harm or death.

- A **biological incident** is defined as the release of bacteria, viruses, and/or toxins that are capable of causing bodily harm or death.

- A **radiological incident** is defined as the release, exposure to, and/or dispersal of radioactive materials that are capable of causing bodily harm or death.

- **Shelter-in-place** means that in certain situations it may be necessary to hold students and staff indoors. This concept is known as *shelter-in-place*, which is very similar to the procedures used during Code Blue. Shelter-in-place can be used in weather-related emergencies; chemical, biological, or radiological incidents, and other emergencies. The nature and duration of the shelter-in-place will be determined by the emergency situation or at the direction of public safety officials and/or MCPS officials.

**Chemical, Biological, or Radiological Incident Response/Action Guidelines**

In response to a suspected incident, the following steps/actions are to be initiated immediately:

- Implement Code Blue procedures, activate the on-site emergency team (OSET), and activate the school’s emergency crisis plan.

- Depending on the evolving nature and scope of the emergency, it may be necessary to implement a Code Red.

- Contact public safety operators via 911 to report the incident by providing any and all pertinent information.

- If students or staff need emergency medical attention, contact public safety operators via 911 and describe the nature of the illness or injuries.
• Contact the Office of School Performance as soon as possible with incident details and periodic updates.

• Bring all students and staff who are involved in outdoor activities into the main building.

• Initially, keep all students and staff in relocatable classrooms in place until public safety officials and/or MCPS officials advise the best course of action, such as moving inside the main building or evacuating to a safer location.

• Ensure all exterior doors are secured/locked and windows closed.

• To reduce the risk of potential exposure to students, staff, and visitors, administrators must ensure that no one leaves or enters the building unless directed otherwise by public safety officials and/or MCPS officials.

• Take steps to shut down the HVAC systems.

• To ensure students and staff are accounted for, hold students in their current location

• Anticipate further information and instructions from public safety officials.

Principals also are directed to address the following security measures in order to be better prepared for an emergency/crisis. Principals must ensure that:

• Code Red and Code Blue drills are pre-announced and conducted no later than Friday, February 21, 2003. These drills can be achieved by initiating a Code Blue and escalating to a Code Red within the same drill. An evaluation should be conducted upon completion of the drill to detect areas that need improvement in order to ensure operational readiness and efficiency.

• All school-based staff members are familiar with the school’s emergency/crisis plan and Code Red and Code Blue procedures.

• All on-site emergency team (OSET) members are familiar with and understand their primary and secondary roles and responsibilities.

• The school administrative team is familiar with the MCPS communications protocol for notifying schools of an emergency.

• Building service staff members, building administrators, and designated OSET members know the locations and the procedures to shut off the heating, ventilation, and air conditioning systems (HVAC) and utilities. These utility cutoff locations must be clearly marked.

• The school’s emergency generators are regularly tested.

(as of 2-13-03)
• The special needs of students and staff are being addressed as identified in the school emergency/crisis plan.

• Parent reunification plans are in place.

• Student emergency information cards (yellow cards) are up-to-date to include any additional adults who are authorized to pick up students on behalf of parents/guardians.

• The Nextel emergency phone is fully operational and readily accessible to be used in the event of an emergency. Staff responsible for using the Nextel phone must know how to operate the phone. The Nextel emergency phone is to be secured in its charger, turned on, and at all times accessible to designated staff in order to receive emergency information. Identified staff members must be trained to operate the Nextel emergency phone.

• The NOAA weather-alert radio that was issued to each school is operational, equipped with extra batteries, turned on at all times, and located in a position that is monitored by a staff member at all times.

• Any suspicious situation is reported to local law enforcement officials.

During emergency situations, it is important to share accurate and timely information with public safety officials. This sharing of information will facilitate appropriate directions and instructions from public safety officials in responding to the emergency. Administrators must notify the Office of School Performance of any emergency situation and must furnish continual updates for the duration of the emergency.

Administrators should hold periodic staff and OSET meetings in order to discuss the school’s readiness to respond to an emergency/crisis. Additional emergency preparedness information can be obtained from the following web sites:

- www.mcps.k12.md.us
- www.montgomerycountymd.gov
- www.redcross.org
- www.fema.org
- www.dhs.gov

In the event of a serious emergency or critical incident affecting schools or a tragedy impacting the school community, the MCPS Emergency Response Plan would be activated to provide support and assistance to schools and the community.

Additional information pertaining to parent reunification and shelter-in-place guidelines and procedures will be forthcoming to assist administrators. Attached is an emergency/crisis preparedness checklist for use in determining readiness to respond to an emergency/crisis. The Department of School Safety and Security staff can be contacted, 301-279-3066, to answer questions or provide additional information.

Attachment: Emergency/Crisis Checklist

(as of 2-13-03)
Dear Parents, Students, and Staff:

Our school system is responding to the continued national warnings about potential terrorist threats by working to ensure two things: (1) schools have crisis plans in place, ready for quick and confident activation; and (2) school system resources are available to help with the mental health needs of children and adults during this time of crisis.

We are assisting principals and school staff in preparing for emergencies. This includes reviewing the Code Blue and Code Red procedures implemented so successfully earlier this year. In addition, we are coordinating efforts with local, county, state, and federal safety and health officials. Depending on the nature of an emergency, we would respond and act at their direction.

Parents should know that access to schools during an incident might be restricted for a variety of reasons beyond our control. In such instances, parents should remain aware of public notices on radio, television, and the Internet about emergency procedures and updates. In any case, student and staff safety is our first priority. All procedures are designed for their protection.

In the meantime, the stress of a crisis can be a problem for children and adults. This is why we work hard to address the emotional, intellectual, physical, and behavioral reactions to stress. We know that coping skills can be taught and encouraged. For example, people who cope well are often sociable, optimistic, flexible, and in control in managing strong feelings. Children learn such skills by seeing them demonstrated by adults. This means that parents and staff need to be resilient. They can do this by solving problems positively, modeling empathy and tolerance, promoting healthy discussions, and interacting warmly with minimal criticism.

The school system has gathered a wealth of mental health information, including tips for parents (in multiple languages), on our Emergency Information website at www.mcps.k12.md.us. This site will be updated frequently. In addition, links to federal, state, and county safety information and an “Emergency Preparedness Guide” are available at www.montgomerycountymd.gov.

The safety issues confronting our nation and community are serious. After the sniper incident in October, I had thought a letter such as this would not be necessary so soon. Nonetheless, I know that parents, students, and staff will work together to help maintain a focus on teaching and learning in our schools as we address this continuing emergency.

Respectfully,

Jerry D. Weast, Ed.D.
Superintendent of Schools
# Emergency/Crisis Preparedness Checklist

The following checklist is provided to assist principals/directors in being better prepared to respond to emergency/crisis situations.

<table>
<thead>
<tr>
<th>On-Site Emergency Team (OSET) Planning</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Has the school/facility emergency/crisis plan been updated for 2002-03 and submitted for approval to the Department of School Safety and Security?</td>
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<td>Has the school/facility emergency/crisis plan been reviewed with all staff members?</td>
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<td>Has staff received emergency/crisis preparedness training by the Department of School Safety and Security?</td>
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<tr>
<td>Are staff and students familiar with Code Red/Code Blue procedures?</td>
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<td>Have Code Red and Code Blue videotapes been shown to staff?</td>
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<td>Has a meeting been held with the OSET to discuss the emergency/crisis plan and the roles and responsibilities of the OSET members?</td>
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<td>Have OSET meetings been scheduled to occur regularly throughout the year?</td>
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<td>Do the back-up OSET members know their roles and responsibilities?</td>
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<td>Has the OSET been provided with a copy of the approved school/facility emergency/crisis plan?</td>
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<td>Have additional incident commanders been identified who will coordinate the crisis response in the absence of the primary incident commander?</td>
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<td>Have interior and exterior command posts been identified?</td>
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<td>Has the staff been made aware of the locations of the command posts?</td>
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<td>Have on and off-campus multi-hazard evacuation locations been identified?</td>
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<td>Has a parent reunification plan been developed and shared with parents, staff and students?</td>
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<td>Have on and off-campus parent information/reunification staging areas been identified?</td>
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<td>Have parents/guardians been notified as to the locations of the parent information/reunification staging areas?</td>
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<td>Is the emergency kit checked regularly to ensure readiness of supplies?</td>
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<td>Are the emergency cards up to date to include the names of additional adults who are authorized to pick-up students?</td>
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<td>Is your school familiar with shelter-in-place procedures?</td>
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<td>Are joint occupancy users (daycare centers) included in the emergency/crisis plan?</td>
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Crisis Support Planning: Yes No
<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Have staff members been assigned to assess mental health needs following an emergency/crisis?</td>
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<td>Have the counselor, psychologist, and PPW been involved in crisis response planning?</td>
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<td>Has a meeting been held with the guidance counselor and crisis team to discuss mental health strategies?</td>
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<td>Is there awareness of students and staff who may be vulnerable in a crisis because of past loss experiences or unique needs?</td>
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<td>Is staff aware of the MCPS Employee Assistance Program?</td>
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<td><strong>Practice Drills</strong></td>
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<td>Are staff and students familiar with evacuation procedures?</td>
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<td>Have fire evacuation drills been practiced?</td>
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<td>Have Code Red/Code Blue drills been practiced?</td>
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<td>Are regular debriefing meetings held after practice drills or actual emergencies/crises?</td>
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<td>Is the appropriate staff aware of the locations of the emergency gas, HVAC, water, and electric cut-off valves?</td>
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<td>Are the emergency cut-off valves clearly marked for identification purposes?</td>
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<td>Do designated staff members know how to shut-off emergency gas, HVAC, water, and electric cut-off valves?</td>
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<td><strong>Medical/Special Needs</strong></td>
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<td>Have staff members who are certified in first aid/CPR been identified?</td>
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<td>Has the staff been notified of the locations of the first aid kits?</td>
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<td>Have primary and back-up staff members been identified to handle medications for those students who require medications?</td>
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<td>Have provisions been made to address the special needs of disabled students, limited-English-proficient students, and other student/staff populations?</td>
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<td>Has a staff member been designated to be responsible for regularly checking the first aid kits?</td>
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<td><strong>Communication</strong></td>
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<tr>
<td>Is the administrative team familiar with the MCPS communications protocol?</td>
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<td>Are accurate student lists including emergency contact information accessible?</td>
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<td>Are backup communications procedures in place in the event of the loss of telecommunications or power?</td>
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<td>Is the NOAA weather radio operational, equipped with batteries, and turned-on?</td>
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<td>Is the Nextel emergency phone charged, operational, and accessible to designated staff?</td>
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<td>Have all designated staff been trained and know how to operate the Nextel emergency phone?</td>
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<td>Is the emergency cell phone that is kept in the principal’s office charged, operational, and turned-on at all times?</td>
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<td>Are the learning cottage cell phones operational and fully charged?</td>
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<td>Is the school communication process (phone tree, listserve) in effect to inform parents/guardians of emergency information?</td>
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<td>Are plans in place to disseminate information to students, staff, parents, and administration?</td>
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<td>Is there an updated staff phone tree that has been tested for accuracy and effectiveness?</td>
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<tr>
<td>Is a system in place for PTA/community communications?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*(as of 2-13-03)*
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there an updated list of emergency contact numbers, including all necessary public safety and central administration numbers?</td>
<td></td>
</tr>
<tr>
<td>Is there a plan to monitor access to the building and securing doors when appropriate?</td>
<td></td>
</tr>
<tr>
<td>Is there a clearly identified visitor sign-in and identification procedure in place?</td>
<td></td>
</tr>
<tr>
<td>Are all portable communication devices, including two-way radios, maintained in proper working order?</td>
<td></td>
</tr>
</tbody>
</table>

*as of 2-13-03*