Legislative Report

A Report to Colorado House and Senate Education and Judiciary Committees

**Colorado School Safety Resource Center
Department of Public Safety**

Colorado Revised Statute Section 24-33.5-1801, et seq.

**Submitted to Executive Director of Colorado Department of Public Safety
December 31, 2009**

**Submitted to Colorado House and Senate Education and Judiciary
Committees
January 15, 2010**

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The Colorado School Safety Resource Center

The attached report outlines the creation, activities, efficacy, and value of the Colorado School Safety Resource Center (CSSRC-also referred to as the "Center"), as created by SB 08-001, codified in Section 24-33.5-1801, et seq. C.R.S. The report will provide details as to the Center's start-up, including the Advisory Board, the selected pilot sites, the resources and training now available to schools, the important issues being studied by work groups created through the Center, and the significant outreach and collaborations that have been created to enhance school safety in Colorado. Additional information may be obtained through the CSSRC website: http://www.safeschools.state.co.us.

Establishment of the Center

Advisory Board

The Colorado School Safety Resource Center (CSSRC-also referred to as the "Center") was established in the Colorado Department of Public Safety. Senate Bill 08-001 (Full text found in Appendix A) outlined the creation of an Advisory Board to recommend policies for the Center and established the appointment and terms of the various members. The Advisory Board began with thirteen members, as outlined in statute, who were appointed during July and August, 2008. A fourteenth member was added in May, 2009, through majority vote of the Advisory Board members, and with the approval of the Executive Director of the Department of Public Safety. The fourteen members of the Advisory Board are as follows:

Name	Position/Title	Organization	Appointed by
Beverly Blagg, MSW	Special Education Coordinator	East Central Board of Cooperative Educational Services (BOCES)	Commissioner of Education
Cynthia Coffman	Chief Deputy Attorney General	Department of Law	Attorney General
Mary Jean Erschen, RN, BSN	Executive Director	Center for School, Youth & Citizen Preparedness, Homeland Security	Executive Director of Colorado Department of Public Health & Environment
Janelle Krueger	Principal Consultant	Colorado Dept. of Education, Office of Federal Programs Administration	Commissioner of Education
Cheryle Mangels	Executive Director	Colorado School Districts Self Insurance Pool	Executive Director of Colorado Department of Public Safety
Craig Mansanares	School Resource Officer	Longmont Police Department, Colorado Association of School Resource Officers	Executive Director of Colorado Department of Public Safety
Marta Murray	Vice President for Field Service	Colorado PTA	Governor

Name	Position/Title	Organization	Appointed by
Don Quick	District Attorney	17th Judicial District (Adams and Broomfield Counties)	Governor
Cliff Richardson	Vice President for Finance & Administration	Colorado Community College System	State Board for Community Colleges
Joe Roy	Chief	University Police, University of Colorado	Executive Director of Commission on Higher Education
Charles Smith, Ph.D. (Advisory Board Vice-Chair)	Deputy Director	Division of Behavioral Health Services	Executive Director of Colorado Department of Human Services
Jeanne Smith (Advisory Board Chair)	Director	Division of Criminal Justice, Colorado Department of Public Safety	Executive Director of Colorado Department of Public Safety
Fred Wegener	Sheriff	Park County	Executive Director of Colorado Department of Public Safety
George Welsh	Superintendent	Center School District 26JT, Colorado Association of School Executives	Commissioner of Education

The Advisory Board held its first meeting on August 1, 2008, and has met a total of twelve times between August, 2008 and December, 2009. The board now meets bi-monthly, and will meet six times during each year. At its meetings, the board received regular updates on the creation and activities of the Center and board members have provided significant input and advice about the Center's activities, its mission and vision. In addition, board members participated in oral boards for staff position recruitments, reviewed pilot site applications and made selections, reviewed the current status of the Recommendations made by the Columbine Commission in May, 2001 (Full text found in Appendix H), solidified the vision and mission of the Center, received regular updates on activities of the Center and Pilot Site Projects, and heard presentations by various statewide stakeholder groups regarding the current efforts related to school safety in the state. All Advisory Board meeting agendas and notes are posted on the CSSRC website http://www.safeschools.state.co.us.

The Advisory Board participated in a day long planning session on December 1, 2009. At the planning retreat, a facilitator guided the board discussion and Center planning through an internal scan that reviewed the current status of Center development and further clarification of the vision and mission of the Center. An external scan prompted discussion about the opportunities and challenges for the Center during the next few years. Finally, the board clarified the role of the Advisory Board and provided guidance on the future short term direction for the Center.

Vision and Mission of the School Safety Resource Center

The Vision and Mission of the School Safety Resource Center were aligned with the legislative directive and confirmed by the Advisory Board in February and March 2009.

The three part vision of the School Safety Resource Center is to support safe and secure learning environments, positive school climates, and early intervention services for youth in Colorado.

The mission of the Colorado School Safety Resource Center is to collaboratively assist educators, students, parents, emergency responders, and community organizations to create safe, positive and successful school environments for all Colorado students in pre-K-12 and higher education schools. The Center will assist schools in preventing, preparing for, responding to, and recovering from all types of emergencies and crisis situations. The Center will provide resources, training, consultation, and technical assistance to foster safe, positive, and successful learning environments where early intervention occurs to prevent crisis situations.

The mission of the Colorado School Safety Resource Center, as defined in legislation is a large one. There are 178 school districts, including 1,117 public schools K-12, 141 charter schools, and 97 campuses at institutes of higher education in the state. The Colorado Department of Education has identified 133 of the school districts (75.6%) as being located in outlying town or rural settings. The CSSRC can be of particular assistance to these districts by providing needed services and resources.

Staff of the School Safety Resource Center

Director

The critical first step for the School Safety Resource Center was to identify and hire the Center's Director. The recruitment process began at the same time it was deemed necessary to institute a hiring freeze within the state. The Director of the School Safety Resource Center, Linda M. Kanan, Ph.D., began December 1, 2008. Dr. Kanan is a Colorado native and former school psychologist and teacher with over 25 years of experience with youth and in public school settings. She received her Master's Degree in Educational Psychology from the University of Colorado at Denver and her doctorate in School Psychology from the University of Denver. Dr. Kanan has worked as a School Psychologist in both the Cherry Creek and Douglas County School Districts, primarily at the middle and high school levels.

Before her selection as the Director of the Resource Center, Dr. Kanan was the District Level Intervention Coordinator and Safe Schools Design Team facilitator in the Cherry Creek School District from 2003-2008. In that role she authored and co-managed the Emergency Response and Crisis Management Grant (ERCM, now REMS) from the U.S. Department of Education, Office of Safe and Drug Free Schools. She provided training and direct consultation regarding crisis intervention for 65 school sites. Her responsibilities also included the creation of policy, procedures, training, and delivery of substance abuse intervention services for students in that district, in collaboration with community resources.

Dr. Kanan's expertise is prevention and intervention services for high risk youth behaviors. She has trained nationally and internationally on the topics of school safety, suicide, self-injury, threat assessment, and crisis prevention. She has provided recovery services for several community and numerous school based-incidents in Colorado, including the Chuck E. Cheese Restaurant murders in 1993, Columbine hospital and school support in 1999, and Platte Canyon High School support in 2007. Dr. Kanan has been an adjunct professor teaching a variety of courses, including Crisis Prevention and Intervention courses at the University of Colorado at

Denver, the University of Denver and the University of Northern Colorado. She is currently the Coordinator of the Crisis Management in the Schools Interest Group of the National Association of School Psychologists. She is the co-author of a new book entitled *Comprehensive Planning for Safe Learning Environments: A School Professional's Guide to Integrating Physical and Psychological Safety (2009).*

Additional Staff Positions

The Final Fiscal Note that outlined the cost components of SB08-001indicated that the School Safety Resource Center required 6.0 FTE including a Director, 2 field staff and 2 research staff. Given the expertise necessary to accomplish the mission of the Center, two position classifications were reviewed and upgraded to General Professional III. This reclassification required the budget to be restructured, and the staffing reduced to a total of five positions: two Outreach Consultants (GP III), one resource specialist (GP II) and one Administrative Assistant (AA II). Due to budget reductions to the Center for Fiscal Year 09-10, one Outreach Consultation (GP III) position was eliminated. This position was to have been staffed by a person with School Safety and Security, School Law Enforcement, or Emergency Management experience. The Center now has a total staff of four with excellent credentials to support the mission of the Center.

Outreach Consultant

Christine Harms, M.S. was hired as the Outreach Consultant (GP III) for the Center on April 13, 2009. Ms. Harms is a former public school teacher, private school administrator, and trainer with over 30 years experience working with youth, professionals and parents in schools, private practice, and victim serving agencies. Ms. Harms previously was the co-coordinator of a large suburban Philadelphia school safety resource center that received one of the first Emergency Response and Crisis Management grants from the U.S. Department of Education. In her previous role, she helped establish that center, consulted with schools on their safety and crisis management plans, coordinated tabletop drills between school and emergency responders, and trained school and emergency personnel in all areas of the four-phase model (Prevention, Preparedness, Response and Recovery). She supervised school crisis responses involving school shootings, suicides, and other critical incidents in schools during her time at the Pennsylvania center.

In her role as Outreach Consultant for the Center, Ms. Harms provides planning, management, and monitoring of the pilot site projects, including technical assistance, links to resources, and training to schools. She has taken an active role in sharing the mission of the Center with stakeholder groups, providing phone and direct consultation, training on topics of high interest and need, and establishing and maintaining networks and collaborations for the Center's work on the behalf of schools.

School Safety Specialist

Michael Lythgoe, M.A. was hired on June 24, 2009 as the Resource Specialist (GPII) for the Center. Mr. Lythgoe is a doctoral candidate in Counselor Education at Virginia Tech University. His varied professional background includes three years as a substance abuse and crisis counselor in the Virginia Public Schools, as well as over nine years working as a volunteer

disaster action team member, and an inter-agency liaison with the American Red Cross in Virginia and Colorado. He was a community support responder during the Columbine High School shootings in 1999 and the shootings at Virginia Tech in April of 2007. Mr. Lythgoe has attended a variety of local, state and national level courses, including numerous levels of Incident Command System (ICS) classes, as well as having been trained at the Emergency Management Institute in Emmitsburg, Maryland.

In his role as Resource Specialist, Mr. Lythgoe provides resource identification and acquisition and provides consultation about those resources, upon request. He manages the Center's website. Mr. Lythgoe also assists with planning and delivery of regional and statewide school safety training workshops.

Administrative Assistant

Anastasiya Schomaker, M.A. was hired as the Administrative Assistant (AAII) for the Center on April 13, 2009. She holds Bachelor's and Master's degrees in Psychology and English from the Belarusian State Pedagogical University. Ms. Schomaker's experience includes four years as an employee benefits administrator and a team coach for a Fortune 500 U.S. Company based in Toronto, Canada. Her background includes project management, customer service, and program management. She also worked as a marketing coordinator intern in a university setting coordinating student exchange programs.

In her role as Administrative Assistant, Ms. Schomaker provides a variety of general support for the Center and staff. She identifies and orders resources, assists in planning for meetings and trainings, maintains the homepage and sections of the website, creates materials and communication with listserv participants. She also supports the Center's fiscal accountability through budgetary management.

Research and Development Services

Interagency Agreement with Center for the Study and Prevention of Violence-University of Colorado-Boulder

To assist the School Safety Resource Center with needed research and development services, an Interagency Agreement was signed between the Colorado School Safety Resource Center-Department of Public Safety (CSSRC), and the Center for the Study and Prevention of Violence Safe Schools-Safe Communities Project, University of Colorado at Boulder (CSPV-CU) as provided for in CRS 24-33.5-1805 and the Final Fiscal Note. Under the Interagency Agreement, the two entities (CSSRC and CSPV-CU) have agreed to work in a cooperative and coordinated effort for joint responsibilities and resources for the benefit of Colorado schools, including, but not limited to: publication of newsletters, planning of regional school safety conferences, and provision of research and development services. Under the Agreement CSPV-CU provides research and development services to the CSSRC for the Pilot Site Projects and other evaluation as outlined below. For FY 2008-2009, CSPV-CU was paid $65,000 for these services. Joint meetings were held several times a month for the first few months of CSSRC development and are now scheduled for twice per month. Meetings were held with Dr. Del Elliott, Director of the Center for the Study and Prevention of Violence and Dr. Sabrina Mattson, Director of the Safe Communities~Safe Schools project on June 15, 2009 and August 17, 2009 to review services and

evaluation measures for the pilot site projects and the CSSRC. Due to budget reduction requirements, the contract for these services (FY 2009-2010) was reduced to $25,000. This will result in reduced evaluation and consultation, as well as a rollback in CSPV-CU's involvement with the pilot sites.

Responsibilities of CSPV-CU

Research and development services provided to the Colorado School Safety Resource Center from the Center for the Study and Prevention of Violence, Safe Schools-Safe Communities Project, University of Colorado at Boulder (CSPV-CU) include:

- Consultation regarding evidence-based prevention and school safety practices and programs
- Assistance with developing evaluation measures for CSSRC
- Development of an evaluation plan for pilot site projects as directed in C.R.S. 24-33.5-1801, et seq.
- Provision of services related to the Pilot Site Project, and under the direction of the CSSRC, including assistance with pilot site selection and readiness, phone conferences, site visits, and ongoing consultation and planning services to sites and CSSRC
- Conducting the research and assessment phase of three pilot site district projects and their designated schools, including:
  - Assistance with administration of school climate surveys
  - Provision of reports of survey results to pilot sites and CSSRC
  - Consultation to the pilot sites regarding use of survey and other assessment data to drive decision making for next steps
  - Assistance with strategic planning and research of programs and strategies for pilot sites
  - Site visits as needed for project and services
  - Assistance in development of evaluation tools to measure project progress and outcomes and compile data for review by CSSRC at the end of the contract term.

See the Appendix for a report of services for FY 2008-2009, prepared as a report to the CSSRC by CSPV-CU.

Activities of the Center

The mission of the Colorado School Safety Resource Center (CSSRC) is to provide direct consultation and technical assistance regarding school safety resources and strategies to pre-K through higher education schools, emergency responders, parent groups, community organizations and other agencies across the state, when requested. This consultation and assistance is provided for prevention efforts; preparedness for emergencies; response and intervention best practices; and recovery after crises or other situations. First steps have been to design a format to gather input from various stakeholder groups regarding needs and to inform the schools and districts and other stakeholder groups of our availability and expertise to assist them.

Development of Needs Survey

As part of the Colorado School Safety Center's efforts to provide current, relevant, and needed services, resources and training, a survey was designed to assess and prioritize the needs of schools, school personnel, and other stakeholder groups as they relate to all four phases of school safety and emergency planning (Survey found in Appendix I). The development of the needs survey instrument began in October 2008 by the CSSRC and was completed in its final version, with assistance from the Center for the Study and Prevention of Violence, in April 2009. The survey was converted to a Survey Monkey format by CSSRC staff and placed on the CSSRC website for access. The results from the needs survey will help prioritize and guide next steps in CSSRC training and resource development for various respondent groups and areas of the state.

Request for response to the needs survey was publicized in several formats to increase participation of targeted respondents. These included electronic outreach through the Scoop Newsletter from the Colorado Department of Education, the CSSRC E-Update, and website posting. Mailings with notification of the survey included the Colorado Safe Schools Newsletter and the mailing of a letter to school administrators in November 2009 (Letter found in Appendix E). In additions to electronic and mailing outreach, hard copy versions of the survey were given in multiple venues including: Colorado Springs and Grand Junction Regional Trainings, 2 separate Weld County training events, the Colorado Association of School Resource Officers (CASRO) Annual Conference, and the Colorado School Psychologist's conference. There have been 405 total responses to the survey from April through November, 2009. The survey is still being utilized through this school year to gather additional input and the survey continues to be available on the website. It will also be distributed at the Denver Metro Regional training in February 2010.

Preliminary Results of Needs Survey

The brief summary provided below summarizes the highest 5 priorities of the 405 respondents for each category surveyed, based on the average rating scores for all questions asked (1=high priority, 5=low priority). The primary respondents to the needs survey to this date have been school counselors, psychologists, or social workers, school administrators, and school resource officers. The priorities are ranked in their order based on the current responses.

Please prioritize the problem behaviors of students for which you need assistance:

1. Disruptive and defiant behavior
2. Mental health issues (not suicide related)
3. Bullying and harassment
4. Truancy
5. Child Abuse/Neglect

Please prioritize your needs for strategies and programs to address the problem behaviors of students:

1. Effective multi-tiered interventions for students at risk
2. Effective mental health services
3. Effective bully prevention programs
4. Alternatives to suspension or expulsion
5. Classroom management strategies

Please prioritize your needs for assistance with other prevention efforts:

1. Assistance with comprehensive school health and psychological services
2. Assistance providing anonymous reporting (bullying, violence, etc.)
3. Assistance developing a safe school planning team
4. Assistance increasing violence prevention awareness
5. Assistance establishing information sharing agreements

Please prioritize your needs for conducting assessments and strategic planning:

1. Conducting school climate and safe environment assessments
2. Using best practices to address needs based on data
3. Conducting school building and campus safety assessments
4. Assessing needs through existing data
5. Technical assistance to conduct school climate and safe environment surveys

Please prioritize your needs for implementing safety and preparedness plans:

1. Assistance with emergency communication plan for schools, students, staff, parents, first responders and the media
2. Review of current plans
3. Assistance with multi-agency coordination of emergency preparedness plans
4. Assistance to develop NIMS/ICS compliant preparedness plans
5. Assistance to develop interagency multi-hazard plans

Please prioritize your needs for establishing best practice strategies and procedures to respond to emergencies and crises:

1. Emergency response training for staff
2. Emergency response training for students, parents, and community
3. Use of NIMS/ICS principles for school crisis team response
4. Strategies for communication during a crisis
5. Procedures for student threat assessment

Please prioritize your needs for safe school information and resources:

1. Grant information for funding school safety efforts
2. Evidence-based intervention practices
3. Evidence-based prevention efforts
4. Response protocols and best practice information
5. Training for vulnerability/risk physical safety assessments

Outreach

Outreach to stakeholders has occurred in numerous ways, including development of a CSSRC brochure (Brochure found in Appendix F), providing regional trainings and conference presentations, attending various agency and committee meetings, offering a comprehensive school safety website (http://www.safeschools.state.co.us), designing displays for conferences, and contacts through phone, email, listserv, and direct mailings.

Two direct mailings have occurred to schools about the creation and services of the School Safety Resource Center. The first was sent to all Colorado schools and school districts on September 2, 2008 from Executive Director Peter Weir, notifying them of creation of the Center

and inviting them to apply to become a pilot site. The second letter, from CSSRC Director Dr. Linda Kanan, dated November 5, 2009, was sent to all Superintendents, Principals, Boards of Cooperative Education Services (BOCES) directors, and higher education Vice Presidents for Administration or CFO from Director Dr. Linda Kanan, reviewing the mission, services, and website of the Center and soliciting email additions to the listserv for ongoing communication and outreach. This mailing included over 2,600 letters (Letters found in Appendices D and E).

The CSSRC now provides a Colorado Safe Schools Newsletter in cooperation with CSPV-CU. Five issues have been distributed since September 2008. The September/October 2008, November/December 2008 and May 2009 issues highlighted the services and staff of the School Safety Resource Center. Newsletters can be viewed at http://www.safeschools.state.co.us/newsletter.html.

A listserv for the CSSRC was created in August 2009 and has a current database containing 1696 email addresses from various stakeholder groups. The CSSRC now provides a monthly E-Update about school safety news and current issues of interest to stakeholder groups. E-Updates have been sent to listserv participants on August 24, 2009, October 20, 2009, November 20, and December 7, 2009. A special e-update was sent on October 29, 2009 announcing a U.S. Department of Education and Health and Human Services webinar on the "Stop Bullying Now! Bullying Prevention initiative".

In addition to direct mailings and the listserv, the Center's Outreach Consultant and other staff members have had personal or email contact with an increasing number of schools and districts, BOCES, and private and charter schools across the state. A sample of individual school district contacts (38) to this date is provided below.

School District	School District
Academy 20 Schools	Greeley/Evans School District
Adams 12 School District	Hayden School District
Adams 14 School District	Highland Ault School District
Ault-Highland School District	Holly School District
Aurora Public Schools	Huerfano School District
Boulder Valley School District	Jefferson county School District
Briggsdale School District	Johnstown-Milliken SD
Brighton/Commerce City 27	Keenesburg School District
Brush School District	Lewis Palmer School District
Cheyenne Mountain School District	Mesa Valley School District
Clear Creek School District	Monte Vista School District
Colorado Springs District 11	Montezuma Cortez SD
Denver Public Schools	Montrose School District
Dolores County School District	Pawnee School District
Douglas County School District	Platte Canyon School District
Durango School District R9	Platte Valley School District
Eaton School District	Thompson School District
Falcon School District	West Grand School District
Ft. Morgan School District	Wiggins School District

Additional Colorado outreach has included contacts with over twenty-six other public, private, or non-profit groups and agencies representing various stakeholder groups or service providers connected with school safety and security, school climate, or early intervention services for youth. The CSSRC staff also assisted the Colorado Legislature Joint Committee on School Safety during the summer and fall, 2009. National contacts include the U.S. Department of Education, Office of Safe and Drug Free Schools, other school safety centers around the country, Emergency Management Institute, Emmitsburg, MD, National Association of School Psychologists (NASP), National Association of School Safety and Law Enforcement Officers (NASSLEO), and Penn State University-National Institute of Justice – Weapons and Protective Systems Technology Center. The CSSRC Director has assisted in the Penn State-NIJ Project to produce a training video: *Technology against Tragedy: Achieving Safer Schools.*

Collaboration

The School Safety Center has worked diligently to create and maintain collaborations with other agencies and other statewide initiatives related to our school safety mission. Meetings were held in March, 2009 with the Commissioner of Education, Dwight Jones, and the Regional Managers of the Colorado Department of Education (CDE) in April, 2009 to review the mission of the CSSRC for support to Colorado schools and establish links for future partnerships. Some collaborative outreach and efforts with CDE now include the Office of Prevention Initiatives, Expelled and At-Risk Student Services, Positive Behavior Supports, Safe and Drug Free Schools, and Dropout Prevention and School Engagement efforts.

Examples of other statewide collaborations or regular involvement of the CSSRC staff include the Adams County Youth Initiative (ACYI), Colorado Connections for Healthy Schools & Interagency School Health Teams (ISHT, includes CDE and CDPHE), Colorado Crisis Education and Response Network (COCERN), Community Preparedness Advisory Council (CPAC) – Governor's Office of Homeland Security, Division of Fire Safety, State All Hazards Advisory Committee (SAHAC) – Governor's Office of Homeland Security, Office of Adult and Juvenile Justice Assistance (OAJJA) - Division of Criminal Justice, Office of Suicide Prevention - Colorado Department of Public Health and Environment.

Consultation

Since January, 2009, the CSSRC has received many calls and requests, meeting a variety of needs. Specifically, more than 76 direct consultation calls have been received from throughout the state regarding school safety issues. Figure 1 below illustrates the increasing number of monthly consultation calls since January, 2009. These calls are primarily a direct result of multiple outreach and marketing efforts of all staff, the trainings, newsletters, mailings, website, and through referrals from board members and others knowledgeable about the CSSRC's resources and expertise (Figure 2). Over fifty-six percent of the calls have been from school or school district personnel (Figure 3), with the remaining calls primarily from law enforcement personnel, community mental health prevention or mental health personnel, or parents. Figure 4 summarizes the consultation issues and question topics, demonstrating the need for the resources offered.
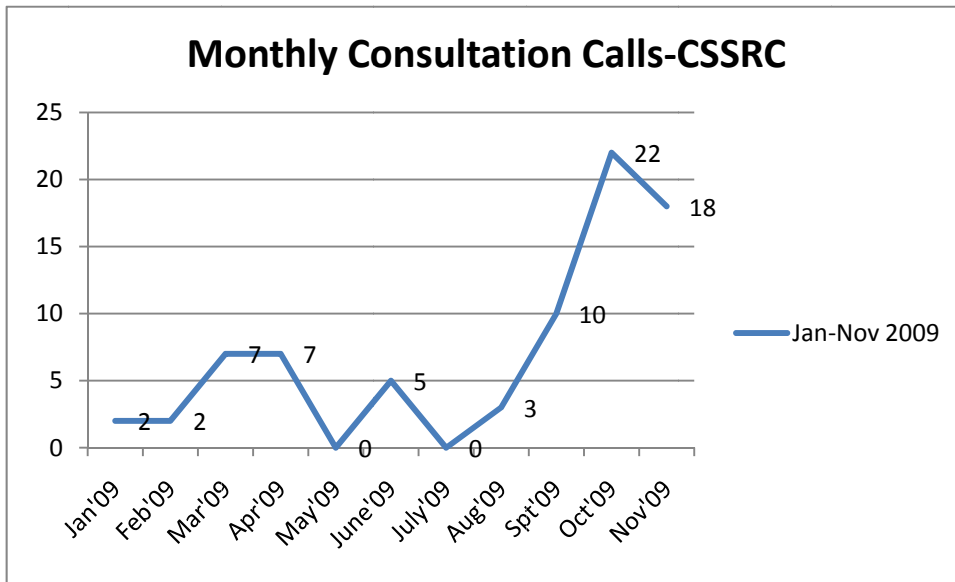
Figure 1. Monthly consultation calls.
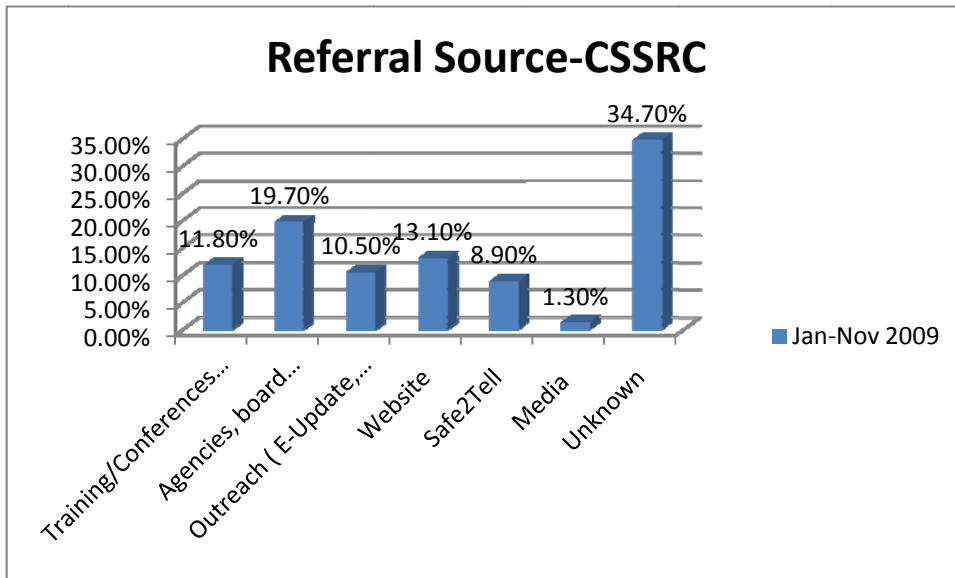

Figure 2. Referral source.
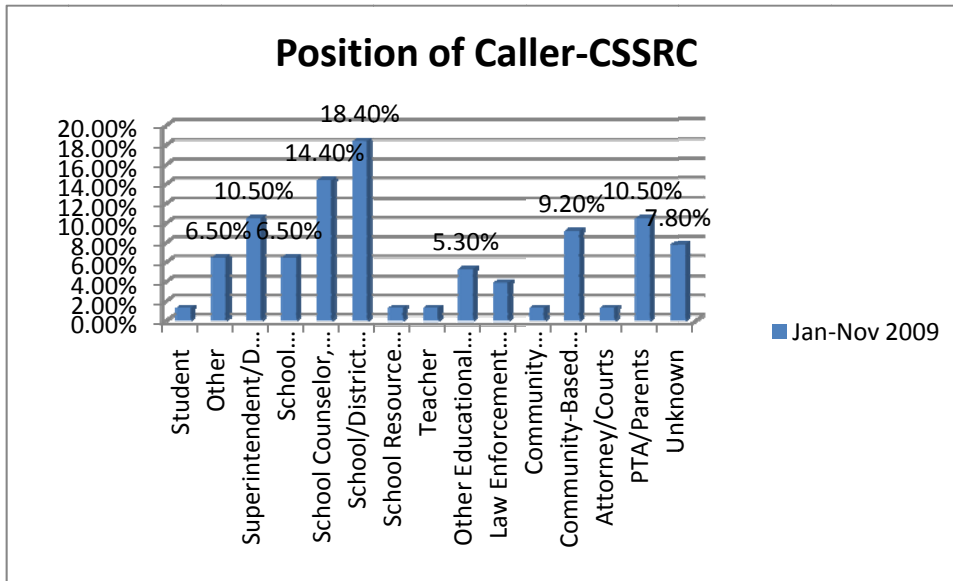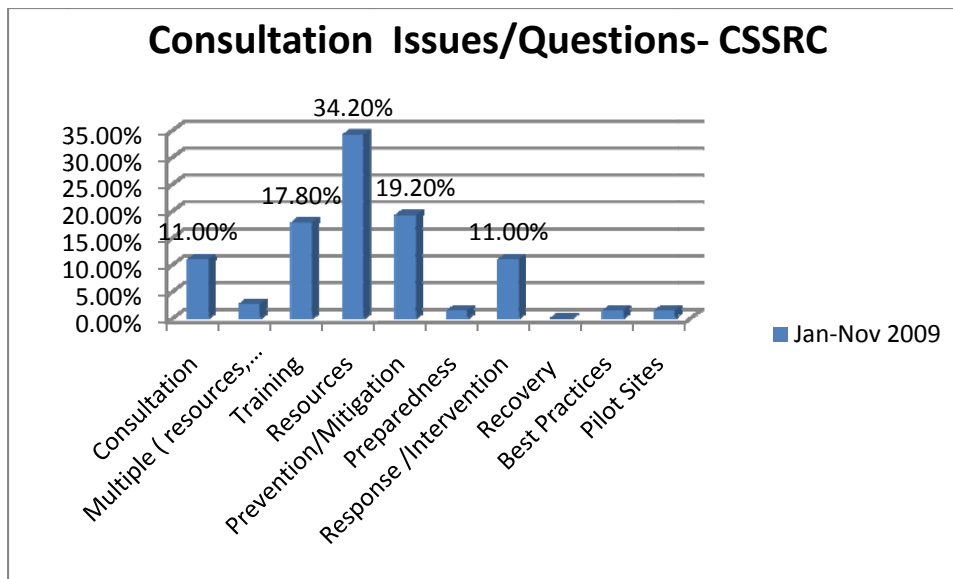
Figure 3. Position of caller.

Position of Caller-CSSRC

Jan-Nov 2009

Categories (x-axis): Student, Other, Superintendent/D..., School..., School Counselor,..., School/District..., School Resource..., Teacher, Other Educational..., Law Enforcement..., Community..., Community-Based..., Attorney/Courts, PTA/Parents, Unknown

Data labels: 6.50%, 10.50%, 6.50%, 14.40%, 18.40%, 5.30%, 9.20%, 10.50%, 7.80%

Figure 4. Consultation issues/questions.

Consultation Issues/Questions- CSSRC

Jan-Nov 2009

Categories (x-axis): Consultation, Multiple (resources,..., Training, Resources, Prevention/Mitigation, Preparedness, Response /Intervention, Recovery, Best Practices, Pilot Sites

Data labels: 11.00%, 17.80%, 34.20%, 19.20%, 11.00%

Resources

Website Development

The Center staff conducted a review of other state school safety centers' websites and a variety of governmental and private websites to help understand existing efforts to inform schools and their communities about school safety and emergency planning and other issues related to the safety and well-being of students and staff. No other website resource was identified that focused on the multi-level, multi-agency, multi-resource approach that is the vision of the

Colorado School Safety Resource Center website. The CSSRC website was conceptualized as a state and national information and resource collective, offering a variety of support to a wide audience of pre-K-12 schools and higher education institutions and the communities and organizations that support safe and positive school environments. The website's professional offerings include best practices, evidence-based resources, practical applications, trainings, and educational opportunities, organized using the U.S. Department of Education-Office of Safe and Drug Free Schools' four-phase model of crisis planning.

An independent contractor was commissioned in late June, 2008 to modify the CDPS website framework to add visual appeal, functionality, and clear divisions for sections of offerings to school personnel, emergency responders, community partners and parents and students. A language translator function and a search function were also added. A sophisticated website tracking and analysis program was formally attached in August 2009, to provide historical data and evaluation of the site's usability. Continual updating and current resources are delivered in a timely fashion through internal management and direct website control by three CSSRC staff members.

Highlights of the website include:

- Colorado state and federal links to resources
- Listserv sign-up and needs survey access via the website
- Resources outlined according to the four-phase model of emergency planning
- Images and links to collaborative agencies
- New highlighted features updated regularly

Website Use Tracking Data

Tracking and analysis software was installed on the CSSRC website in August, 2009. Monthly profiles were collected for August – November, 2009. The software provides tracking of visits to the website, pages viewed, and information downloads. The CSSRC website has been visited by 50 different countries (+1742 not identifiable visits). The top five countries outside the U.S.A. include the United Kingdom, Canada, Russian Federation, Germany, and South Africa.

Total Number of Visits (3 month total)	14,612
Highest Number of visits per day	567
Lowest number of visits per day	241
Average number of visits per day	472

Top Five Pages Viewed Beyond the Home Page (in order of frequency):

1. School Safety Training Page (652)
2. Advisory Board Page (616)
3. Resources Page (445)
4. Advisory Board meetings page (288)
5. Resources Index page (257)

Top Five Downloaded Files from CSSRC Website:

1. 10 Years after Columbine (204)
2. Safe Schools Act 2008 (116)
3. Grand Junction Conference Flyer (98)
4. February Safe Schools Newsletter (97)
5. Denver Metro Conference Flyer (97)

Resource Acquisition and Distribution Highlights

The CSSRC staff has spent considerable time in research, review, and evaluation of available materials and resources. The types of media and methods of distribution have been considered when researching materials to support safe and positive schools. In addition, evaluation has included the source of the material, the date of publication, and the quality of the information. Support and suggestions for the materials needed has also been provided by Advisory Board members and their agencies and organizations, other local, state, and national organizations, state and federal agencies. In many cases, relationships have been established to help support the long-term sustainability of the CSSRC as a resource for Colorado School Safety information. Some examples of material resource suppliers include: Colorado Office of the Attorney General; Colorado Trust; Colorado Department of Education; Colorado Department of Public Health and Environment, Office of Suicide Prevention; Center for the Study and Prevention of Violence; U.S. Dept. of Education, Readiness and Emergency Management for Schools; U.S. Department of Justice, National Institute of Justice, Substance Abuse and Mental Health Services Administration (SAMHSA), National Institute of Drug Abuse, The Prevention Information Center; and the National Suicide Prevention Lifeline.

Colorado School Safety Resource Center Brochure

The CSSRC brochure was created by our staff as a professional, clear, and informative tri-fold document to introduce the availability of the CSSRC to schools, community groups, and other state and local agencies. This original brochure has helped to introduce the center to many people across the state, including school administrators, and is one of the top downloads from our website. This outreach document highlights our mission as a new state resource center for school safety, the four-phase model of crisis planning, and our availability for consultation, resources, training and technical assistance (Copy of the brochure found in Appendix F).

Resource Displays

To present available resources at a variety of events and trainings, the CSSRC staff has created their own designs for professional displays to highlight the work of the Center and the resources it provides for schools and communities. The board displays include the presentation of our website, the four-phase model, and the availability of consultation, resources, training and technical assistance. Table displays of materials have included brochures, newsletters, resource materials, and have been showcased in multiple locations around the state as we provide trainings and other outreach programs.

Enhancing Center Capability and Staff Skills to Provide Resources

To increase the capability of the CSSRC to offer resources to its large client base, the Center staff has participated in multiple trainings and professional educational programs. This training

has included necessary state training to provide fiscal management and procurement. Additional trainings have included:

- Automated Critical Asset Management System (ACAMS) Training
- CO-Train State Training System – A no-cost training and conference registration software
- Dreamweaver Web Development Software Training
- Grant Writing Training – to assist schools, as needed
- Legal Issues for Schools Regarding Social Networks and Other Current Technologies webinar
- Stop Bullying Now National Campaign webinar – US Department of Health & Human Services
- Preventing Violence on College Campuses webinar
- Webinar Presentation Training – to build capacity to provide training webinars

Training

Regional Trainings

In an effort to provide training opportunities on school safety issues across the state in accordance with legislative directive, the Colorado School Safety Resource Center has collaborated with the Center for the Study and Prevention of Violence at the University of Colorado, Boulder (CSPV-CU) to plan and provide three large regional trainings since October, 2008. Some Colorado Safe Schools Regional Trainings have also been provided financial support from the Colorado Office of the Attorney General and the Colorado School Districts Self Insurance Pool. The regional trainings have been an effort to provide current and updated information on school safety and crisis planning, using the four-phase model of crisis planning, for school administrators, school staff, first responders, other community members who serve youth or schools and other agency personnel. National experts on bullying, cyber-bullying, and threat assessment topics have also been brought to the regional trainings to help advance statewide knowledge and capacity. For fiscal year 2009-2010, the operating budget for training and conferences of the CSSRC was reduced by $5,000. The fiscal capabilities of the collaborators have also been reduced, which will impact the ability to support such trainings in the future.

The total and breakdown of registrants at the various trainings are summarized below:

Training	School Administrators	School Staff	SROs	Other LE & First Responders	Community Mental Health	Other Community	Parents	# Registered
Fort Collins 10/23/09	28%	31%	17%	9%		1%*		131
Colorado Springs 04/15/09	26%	43%	14%	6%	1%	3%	2%	270
Grand Junction 09/29-09/30/09	29%	32%	13%	6%		4%	≤1%	235

* Percentages do not equal 100% as some registrants could not be coded due to lack of information.

The trainings continue to expand from the first in Fort Collins (October, 2008) that offered keynote addresses by state experts and three breakout sessions, to the upcoming metro Denver training preparations (February, 2010) planned for over 300 participants, featuring William Modzeleski from the U.S. Department of Education's Office of Safe and Drug Free Schools, Dr. Sameer Hinduja, a leading national research expert on Cyberbullying, and Georgeann DiCaprio, former threat assessment specialist with the U.S. Secret Service National Threat Assessment Center. In addition, the metro Denver training will offer more than a dozen different breakout sessions.

Additional Topic Centered Trainings

The Colorado School Safety Resource Center also assisted the Weld County Sheriff's Office to organize and obtain resources for a one-day workshop on November 12, 2009 on "NIMS/ICS and Implementation in the Schools." The training was provided by the Colorado School Districts Self Insurance Pool. Over fifty school, law enforcement and emergency management staff attended.

Workshops Developed and Presented by CSSRC Staff

In an effort to provide trainings to schools and youth servicing agencies about school safety related issues, CSSRC staff has begun presenting keynote addresses and workshops on selected topics. Future workshops will be developed based upon request, priority of needs, and available funding.

Workshops for 2008-2009 are listed below with name of presenter and date:
- Challenges and Celebrations of Adolescence and Early Adulthood – Colorado Council on High School & College Relations, Colorado Springs (Linda Kanan) 12.5.08
- Recovery from Large Scale Traumatic Events – Denver Public Schools Crisis Team (Linda Kanan) 12.17.09
- Self-Injury and Youth: Best Practices for Schools-Grand Junction Professional Education Consortium (Linda Kanan) 1.30.09
- National Association of School Psychologists Conference, Boston (by invitation, with expenses paid) (Linda Kanan) 2.23.09
  - Threat Assessment in Schools
  - Responding to Self Injury: Best Practices for Schools

- Recovery Needs and Best Practices for Schools and Introduction of CSSRC– Weld County Safety Symposium (Linda Kanan) 5.1.09
- Compassion Fatigue & Working with Traumatized Youth – Division of Youth Corrections (Christine Harms) 5.12.09
- Adams County Youth Initiative, Keynote Introduction of CSSRC (Linda Kanan) 6.1.09
- Self-Injury: Best Practices for Response and Intervention – School Crisis Intervention Conference, St. Gallen, Switzerland (by invitation, with expenses paid) (Linda Kanan) 7.7.09
- Youth Suicide – Colorado Organization for Victim Assistance (Linda Kanan and Christine Harms) 10.20.09
- Violence Prevention: Bullying and Harassment – Colorado Organization for Victim Assistance (Christine Harms and Linda Kanan) 10.20.09
- Violence Prevention Today: Bullying, Cyberbullying, Harassment and Sexting (Christine Harms and Linda Kanan) – Colorado Society of School Psychologists 11.05.09
- Safe Schools, Safe Kids: Good Practice and Evolving Roles - Colorado Society of School Psychologists (keynote, by invitation) (Linda Kanan) 11.6.09

Additional Workshop Presentations Currently Scheduled for 2010 – Others in process, depending on fiscal capability.
- Academy 20 School District – Threat/Risk Assessment Case Studies (Linda Kanan) and Violence Prevention Today: Bullying, Cyberbullying & Harassment (Christine Harms) – 1.6.10
- Colorado PTA Convention - Introduction to the School Safety Resource Center and School Safety Concerns and Resources for Parents (Linda Kanan) 4.23.10
- Bullying and Harassment in the Technology Age-Presentation for Parents, Keensburg, CO (Christine Harms), Date TBD
- School Crisis Intervention: A Continuum of Response – One Day Training offered in Southwestern Colorado (Christine Harms & Linda Kanan) Spring TBD, 2010
- Threat Assessment in Schools: Designing Effective Intervention Plans, Invited workshop at National Association of School Psychologists Summer Institute, Denver (Linda Kanan) 7.13.10
- Psychological Safety Issues - National Association of School Safety and Security Officers (NASSLEO) (by invitation, with expenses paid) (Linda Kanan) – July, 2010

Technical Assistance

Pilot Site Projects

The CSSRC has adapted the U.S. Department of Education-Office of Safe and Drug Free Schools' four phase model of school crisis planning as the template for all work in the schools, beginning with the pilot sites (Found in Appendix J and Appendix K). This four phase model includes: Mitigation and Prevention; Preparedness; Response; and Recovery, with Colorado components added, such as support of Interagency Information Sharing Agreements, implementation of Safe2Tell, training in NIMS/ICS, and development of multi-hazard district and school-based emergency plans using ICS. The pilot site projects are being managed by the

Outreach Consultant of the CSSRC, with assessment and planning assistance from the Center for the Study and Prevention of Violence-University of Colorado, Boulder (CSPV-CU).

In September 2008, Peter Weir, Executive Director of the Colorado Division of Public Safety, sent a letter to all schools in the state inviting them to submit an application to become one of the pilot sites for the Center (Letter found in Appendix D). A selection process followed which considered the needs of the schools/districts that applied. At the October 3, 2008 Advisory Board meeting three main pilot sites were chosen: Adams City High School, Durango School District, and Montezuma-Cortez School District.

In February 2009, monies remaining from the allocation for School Mapping (HB 08-1267) (Full text found in Appendix B) enabled both Hayden and Lewis Palmer School Districts (the next two districts in line as pilot sites) to join as limited pilot sites to the school mapping project. Additional Adams 14 and Durango Schools were also added for School Mapping, allowing each district three mapping sites, for a total of fifteen schools engaged in the School Mapping part of the pilot projects.

The pilot site districts and schools are listed in the table below:

Pilot Sites - List of Districts and Schools

Pilot Sites – SB 08-001 and HB 08-1267	
School District	**School Name**
Adams County School District 14	Adams City High School Adams City Middle School (HB 08-1267 only) Hanson PreK-8 School (HB 08-1267 only)
Durango School District 9-R	Durango High School Miller Middle School (HB 08-1267 only) Escalante Middle School (HB 08-1267 only)
Hayden School District RE-1	Hayden High School (HB 08-1267 only) Hayden Middle School (HB 08-1267 only) Hayden Elementary School (HB 08-1267 only)
Lewis – Palmer School District 38	Lewis-Palmer High School (HB 08-1267 only) Palmer Ridge High School (HB 08-1267 only) Lewis-Palmer Middle School (HB 08-1267 only)
Montezuma - Cortez School District RE-1	Montezuma-Cortez High School Cortez Middle School Kemper Elementary School

Technical Assistance Provided to Pilot Sites

CSSRC personnel have made several visits to the pilot sites to meet with district leadership and school staff. CSSRC personnel have also participated either in person or via webinar with the Rapid Responder pre-tactical meetings and online trainings with the pilot sites. In addition, CSSRC has also had numerous phone calls and email contact with the pilot sites over the last

eight months (+100). This has included discussing the work of the pilot sites as well as passing on information about trainings and grant opportunities to the sites.

The pilot sites are receiving technical assistance in all four phases of the crisis planning cycle. Materials are also being developed for pilot site schools that will be offered to schools in the state. Since the passage of Senate Bill 08-181 (Full text found in Appendix C), known as the NIMS legislation, the pilot sites have also been focused on meeting the requirements for an incident command structure in their own crisis plans and other steps as outlined in the bill and the joint position paper (Full text found in Appendix C). The CSSRC has been assisting with SB 08-181 implementations in the pilot sites, including the development and procurement of additional resources and templates, which are also available to schools statewide.

With the collaboration of CSPV-CU, CSSRC, and the sites, the pilot sites are finalizing administration of the CSPV School Climate Surveys and Staff Climate Surveys to help with site specific school safety planning. Due to reduced funding for Fiscal Year 2009-2010, CSPV-CU is not providing a Parent Climate Survey for the Pilot Site schools at this time. Upon completion of the preliminary Climate Surveys, CSPV-CU and CSSRC are assisting the schools in identifying strengths and challenges for each of the site's school safety efforts. However, dwindling budgets and the disappearance of funding streams such as the U.S. Department of Education's Safe and Drug Free School's monies are creating significant challenges. Implementing any new programs and/or trainings may be more difficult for the schools at this time. The CSSRC and CSPV-CU will continue to work with pilot sites to explore new sources of funding and/or to find creative ways of meeting goals without incurring any additional expenses.

Preliminary Feedback on Pilot Site Projects

The three main pilot sites have completed the Colorado Safe Schools Site Visit Checklist (Checklist found in Appendix L) to assess their levels of school safety mitigation/prevention; preparedness; response, and; recovery. This Checklist, developed in cooperation with the Center for the Study and Prevention of Violence (CSPV-CU), serves as the baseline data for future evaluation of the pilot site work and was re-administered in October, 2009. Schools were asked to self-report on components which were completed, in-progress, or not completed at their school site. On average at the beginning of the project:
- pilot schools had completed less than 10% of the components measured with regard to safety teams and in the preparedness and recovery phases
- pilot schools had completed less than 55% of the components measured in the prevention and response phases
- pilot schools reported having 1 violence prevention program in place; however, these existing violence prevention programs are not considered evidence-based by CSPV's Blue Print Standards

Results of a nine-month follow-up Checklist are currently being compiled by CSPV-CU and are expected in January, 2010.

Additional Work with Pilot Sites

Along with working with the pilot sites on climate assessment, school mapping and NIMS/ICS compliance, the outreach consultant has also assisted the sites with resource mapping tools. The

pilot sites, like most schools, have a myriad of prevention and intervention programs in place, targeting a variety of students, with varying levels of success. Helping schools to identify what their needs are, what programs are already in place, who the programs serve and how successful those programs are will help schools make good decisions on the use of limited resources. These resource mapping tools are now available to other districts statewide.

The availability of the school mapping resources (HB08-1267) and the requirements of Senate Bill 08-181 motivated the pilot sites to either begin or enhance their collaboration efforts with their community emergency responders. The CSSRC and national recommendations include community collaboration for best practice school safety preparedness and response.

The additional time and complexity of the pilot site project, administering the school climate surveys to all students in a building, establishing regularly meeting safety teams, and completing evaluations for both the mapping project and the overall school safety efforts have been challenging. The schools have reported that, although school safety is a very high priority, with staff reductions, increased pressures on staff time and increased focus on achievement, finding time to fulfill these components of the pilot project, much less anything beyond these steps, has been and will continue to be difficult.

First Responder School Mapping Project (House Bill 08-1267)

Legislation for the First Responder School Mapping Project (HB 08-1267) provided an allocation of $150,000 for the pilot sites to create a school mapping system to provide first responders immediate electronic or digital access to maps and other schematic information about school buildings (Full text found in Appendix B). The five pilot site districts listed above chose three schools each to participate in the mapping project. The legislation allowed the districts to contract with one or more public or private systems. All five pilot site districts included in the school mapping project chose services from Prepared Response, Inc. The services included training, photographs, uploading of data, and use of the system for three years. The Rapid Responder software package used by all fifteen participating schools cost approximately $10,000 per school, for a total of the $150,000 allocated. Once contracts were submitted by the school districts, reviewed by the CSSRC and the Department of Public Safety, funds were transferred to the participating school districts from the Department of Public Safety, as specified in the legislation.

Preliminary tactical planning meetings & site visits to photograph school buildings took place for all fifteen schools in the five districts by August 2009. Schools supplied other information to the company for upload into the Rapid Responder System. By December 2009 all schools will have completed the navigation and administration trainings and have completed or have planned tabletop drills to test the system. As part of this project, the CSSRC has also requested that school information be uploaded into Colorado's Automated Critical Assets Management System (C-ACAMS) by Rapid Responder personnel. The Department of Public Safety's Office of Preparedness and Security has been supporting and reviewing aspects of this school mapping project, along with CSSRC staff.

Preliminary Feedback on School Mapping Project

CSPV assisted CSSRC in providing an online survey for all mapping project participants to complete at each stage of the work. The evaluations indicate a high degree of satisfaction among

the pilot site participants with the Rapid Responder system. The mapping project required CSSRC staff to provide needed technical assistance support to the sites which lead to additional opportunities for consultation by CSSRC on school safety issues. The project also offered an opportunity for these schools to create/enhance relationships with their emergency responders and advance their school safety efforts. Additionally, the project offered an opportunity to compare/contrast a commercial product with the no-cost to schools federal C-ACAMS program.

Creation of Work Groups

On March 3, 2009 and April 7, 2009, the Advisory Board of the CSSRC reviewed the status of progress concerning the ten broad recommendations of the Columbine Review Commission made in May, 2001 (Full text found in Appendix H). Upon completion of that review, three work groups were created by motion of the Advisory Board to further progress in three areas: 1) Interagency Information Sharing; 2) Threat Assessment in Schools; and, 3) Emergency Planning for K-12 Schools. The work groups began in June, 2009 and each group has met at least two times.

Interagency Information Sharing Work Group

The purpose of this work group was to determine the barriers to adoption and implementation of Interagency Information Sharing agreements between local jurisdictions and school districts as outlined in HB 00-1119 and SB 00-133. A model agreement has been made available from the Colorado Office of the Attorney General, but to this date, the committee was aware of only five jurisdictions having such formal agreements. This work group has been facilitated by Cynthia Coffman, Chief Deputy Attorney General and member of the Advisory Board and Dr. Linda Kanan.

The work group has heard presentations on several different information sharing initiatives under way in Colorado, including HB 04-1451, HB 08-1364 and HB 09-1285, and now includes members of those efforts so that work can be coordinated, where possible. In addition, changes to the health and safety exception of Family Educational Rights and Privacy Act (FERPA) have also been a topic of discussion, as the group has brainstormed how these changes, and the publicity surrounding them, might be coordinated with encouragement for formal information sharing agreements in local jurisdictions. Discussion topics and suggestions were included in Cynthia Coffman's Interagency Information Sharing presentation at the Grand Junction Regional Training in September, 2009. In addition, a brief survey was created with assistance from CSPV-CU for participants at that conference to gain a better understanding of potential barriers to the implementation of interagency information sharing and focus for future training.

Information Sharing Work Group members:

Name	Position/Title	Organization
Dr. Sabrina Arredondo-Mattson	Project Director	Center for the Study & Prevention of Violence, Safe Communities~ Safe Schools – University of Colorado (CSPV-CU)
Patricia Baca	Senior Assistant	Center for Network Development National J.SP
Micheline Casey	Chief Data Officer	Governor's Office of Information Technology
Bruce Caughey	Deputy Executive Director	Colorado Association of School Executives (CASE)
Cynthia Coffman*	Chief Deputy Attorney General	Department of Law – Colorado Office of the Attorney General
Jamie Cushenbery	School Social Worker	Colorado School District #11
Tony Dyl	Senior Assistant	Colorado Office of the Attorney General, Education Unit
Jose Esquibel	Director of Interagency Prevention Systems	Colorado Department of Public Health and Environment
Jane Grady, MBA	Assistant Director	Center for the Study and Prevention of Violence (CSPV-CU)
Christine Harms, M.S.	Outreach Consultant	Colorado School Safety Resource Center, Colorado Department of Public Safety
Mandy Hesterman	Attorney	Cherry Creek School District
Dr. Linda Kanan	Director	Colorado School Safety Resource Center, Colorado Department of Public Safety
Janelle Krueger*	Principal Consultant	Office of Federal Programs Administration, Colorado Department of Education
Dr. Jewlya Lynn	Research Director	Center for Systems Integration (CSI)
Cheryle Mangels*	Executive Director	Colorado School Districts Self Insurance Pool
Melissa Mequi	Legal Council	Boulder Valley School District
Jeff McDonald	Director	Jefferson County Juvenile Assistance Center (JAC)
Sandra O. Milligan	Safe and Drug Free Schools Coordinator and Postvention Crisis Team Coordinator	Colorado Springs School District #11
Kathy Morris	Safety Compliance Coordinator	Durango School District 9-R
Susan Payne	Special Agent/Executive Director Safe2Tell	Safe2Tell, Colorado Department of Public Safety

Name	Position/Title	Organization
Don Quick*	District Attorney	17th Judicial District (Adams and Broomfield Counties)
Adele Reester	Attorney	Lyons Gaddis Kahn & Hall
Stephanie Rondenell	Associate Director/Project Manager	Center for Network Development
Tonette Salazar	Legislative Liaison	Colorado Association of School Executives (CASE)
Kathy Shannon	Director of Member Legal Resources & Policy Counsel	Colorado Association of School Boards (CASB)
Charles Smith*	Deputy Director	Division of Behavioral Health Services, Colorado Department of Human Services
Allen Taggart	Attorney	Kaplan & Ernest
Fred Wegener*	Sheriff	Park County
Meg Williams	Manager of OAJJA and Juvenile Justice Specialist	Office of Adult and Juvenile Justice Assistance (OAJJA), Division of Criminal Justice, Colorado Department of Public Safety
Bill Woodward	Director of Training and Technical Assistance	Center for the Study and Prevention of Violence

*Denotes CSSRC Advisory Board Member

Threat Assessment Work Group

The purpose of this work group is to provide some clarification and consistency of best practices in threat assessment as used in schools, and coordinating with law enforcement agencies, as needed. There was a previous work group on this topic from 2002-2005 facilitated by CSPV-CU. However, the consensus of the Advisory Board and the work group members seems to be that many schools across the state may still be unaware of best practices regarding a process for evaluating threats and concerns and developing appropriate intervention plans. The focus of this work group is to create an outline of best practice recommendations for Colorado schools. This work group has been facilitated by Dr. Linda Kanan, with assistance from Dr. John Nicoletti, a member of the Columbine Review Commission.

The Threat Assessment work group has focused efforts on creating several documents to be used in training around the state that further clarify some of the U.S. Department of Education/U.S. Secret Service's recommendations for threat assessment in schools and incorporate other efforts of best practice, as contributed by Dr. Nicoletti and others. This group will continue work with an expanded membership to add additional constituencies of law enforcement, district attorney representation and rural school representation. At some point, the work group will combine their efforts with the Information Sharing Work Group.

Threat Assessment Work Group members:

Name	Position	Organization
Larry Borland	Chief of Security	Academy 20 School District – Colorado Springs
Dr. Barbara Downing	School Psychologist	Denver Public Schools
Christine Harms	Outreach Consultant	Colorado School Safety Resource Center, Colorado Department of Public Safety
Dr. Ronald Lee	Intervention Coordinator	Cherry Creek School District
Dr. Linda Kanan	Director	Colorado School Safety Resource Center, Colorado Department of Public Safety
Michael Lythgoe	School Safety Specialist	Colorado School Safety Resource Center, Colorado Department of Public Safety
Dr. John Nicoletti	Psychologist	Nicoletti – Flater & Associates
Susan Payne	Special Agent/Executive Director Safe2Tell	Safe2Tell, Colorado Department of Public Safety
Don Quick*	District Attorney	17th Judicial District (Adams and Broomfield Counties)
Fred Wegener*	Park County Sheriff	Park County
Bill Woodward	Director of Training and Technical Assistance	Center for the Study and Prevention of Violence (CSPV-CU)
Betsy Thompson	Director Student Services	Jefferson County School District
Jeff McDonald	Director	Jefferson County Juvenile Assessment Center

Denotes CSSRC Advisory Board Member

Emergency Planning for K-12 Schools Work Group

The Emergency Planning for K-12 Schools Work Group was convened with the purpose of providing emergency planning and response best practice guidelines to all school districts in Colorado, allowing them to customize these recommendations and guidelines to their own needs. The group has met two times, with the combined facilitation of Park County Sheriff Fred Wegener, Superintendent George Welsh (both members of the Advisory Board) and Dr. Linda Kanan. The membership of the group has grown with additional constituencies involving schools, Fire Safety, Emergency Management, Homeland Security, and others.

The group has started with a review of some standard response language for the conditions of lockdown, secured perimeter/building (other terms include Lockout, Modified Lockdown), evacuation, and shelter-in-place. On May 28, 2009 a meeting was held, at the request of Executive Director Weir, with various representatives of stakeholder groups regarding the Standard Response Protocol presented by John Michael Keyes of the *I Love You Guys Foundation.* In addition, the Center staff completed some preliminary research regarding any available guidelines for school building emergency conditions, reviewing other state or federal guidelines and other available resources. Those reviews have been shared with the work group. The Division of Fire Safety personnel have also reviewed the SRP protocol with respect to Fire Safety Concerns. While all agree on a need for some common language and understanding among schools, law enforcement agencies, and others to reduce communication issues, the group

will be providing only recommendations at this point. Some proposed language will be presented at the next meeting.

The work group has also begun to discuss common expectations regarding the types of drills conducted by schools. The Division of Fire Safety will help coordinate this discussion. Participating school districts have also offered to share their current emergency plans for review of common elements in their plans for future work of this group.

Emergency Planning for K-12 Schools Work Group members:

Name	Position	Organization
Karen Berry	Land Use Manager	Colorado Geological Survey
Scott Casey	Trooper	Office of Preparedness and Security Colorado State Patrol Homeland Security Branch, Colorado Department of Public Safety
Stacy Davis	Vice President	Colorado Emergency Management Association
Curt Drennen	Behavioral Health Response Planner and Coordinator	Division of Behavioral Health, Colorado Dept of Human Services
Erin Duran	Homeland Security Coordinator	South Central Region
Marilyn Gally	State Hazard Mitigation Officer	Division of Emergency Management, Colorado Department of Local Affairs
Pat Hamilton	Director, Safe and Secure Environments	Adams 12 Five Star Schools
Rich Hansen	Mitigation Specialist	Division of Emergency Management
Christine Harms	Outreach Consultant	Colorado School Safety Resource Center, Colorado Department of Public Safety
Lori Hodges	Field Manager	North Central Region Field Manager, Colorado Division of Emergency Management
Dr. Linda Kanan	Director	Colorado School Safety Resource Center, Colorado Department of Public Safety
Kevin Klein	Director	Division of Fire Safety, Colorado Department of Public Safety
Tim Maestas	Sergeant	Office of Preparedness and Security Colorado State Patrol, Homeland Security Section
Cheryle Mangels*	Executive Director	Colorado School Districts Self Insurance Pool
Craig Mansanares*	School Resource Officer	Longmont Police Department, also Colorado Association of School Resource Officers
John McDonald	Executive Director, Security, Safety and Emergency Management	Jefferson County School District
Susan Payne	Special Agent/Executive Director Safe2Tell	Safe2Tell, Colorado Department of Public Safety

Name	Position	Organization
Jhon Penn	Director	Office of Performance Support, Colorado Department of Education
Ed Ray	Chief of Security	Denver Public School District
Dave Sullivan	Certified Emergency Manager (CEM)	Colorado School Districts Self Insurance Pool
Mark Wassom	Fire Protection Engineer	Division of Fire Safety, Colorado Department of Public Safety
Fred Wegener*	Sheriff	Park County
George Welsh*	Superintendent	Center School District

*Denotes CSSRC Advisory Board Member

Conclusion

This report summarizes the efforts to establish a School Safety Resource Center (CSSRC) within the Colorado Department of Public Safety from July, 2008-November, 2009. The CSSRC has operated with an appropriation of $466,336 during FY 2008-2009, and a reduced appropriation of $356,306.00 for FY 2009-2010. With some initial delays, the Center is now staffed with a Director and three staff members. This staff is reduced from the initial six proposed in the original Fiscal Note of SB 08-001, due to budgetary restrictions and reductions. A staff position that was to provide school security, law enforcement or emergency management experience to the staff of the CSSRC was eliminated during the significant budgetary reductions that were required throughout the state. The staff, in conjunction with the Executive Director's Office in the Department of Public Safety, continues to find ways to include the important law enforcement and school security input and expertise, without filling the contemplated position.

A multi-disciplinary Advisory Board (as designated by the enabling legislation, SB 08-001) has been meeting since August, 2008 and continues to meet every two months to provide consultation and direction for the CSSRC. The vision and mission have been established in accordance with outlines in the legislation. The Center's work is focused using the guidance from the U.S. Department of Education-Office of Safe and Drug Free Schools' four-phase Model of Crisis Planning for Schools: Prevention/Mitigation, Preparedness, Response and Recovery (Appendix J).

The Center supports safe and secure schools, positive school climates and early intervention to prevent crises in preK-12 and higher education Colorado schools. Given the limited resources and the short time the Center has been on-line, significant progress has already been made to provide resources, training, consultation, technical assistance and outreach to Colorado stakeholders. This is a result of first year priorities to increase awareness of the CSSRC through intentional outreach to schools and to connect and collaborate with other agencies and community groups working on related efforts for youth or schools.

Input and participation from various stakeholder groups has been encouraged through the Advisory Board meetings, regional trainings, the needs survey, participation on three work groups, school and community networks, regular meetings with the Center for the Study and Prevention of Violence at the University of Colorado, Boulder (CSPV-CU), and others related to our mission. The CSSRC is participating in collaborative efforts with the Department of Public Safety's Division of Fire Safety, the Office of Preparedness and Security, and Safe2Tell. Other statewide collaborations include the Governor's Office of Homeland Security's-State All-

Hazards Advisory Council and Community Preparedness Advisory Council, the Colorado Crisis Education and Response Network (COCERN), the Interagency School Health Team (ISHT) initiative with CDE and CDPHE, and upcoming participation January, 2010 with CDE and the State Board of Education on Dropout Prevention and Student Engagement (HB 09-1243). National connections have been forged for the CSSRC for the benefit of Colorado schools with the U.S. Department of Education-Office of Safe and Drug Free Schools, the other school safety centers around the country, the National Association of School Security and Law Enforcement Officers (NASSLEO), and the National Association of School Psychologists (NASP) Crisis Management in the Schools group.

Resources, training, consultation and technical assistance from the CSSRC have been under way with a number of communities and schools across the state. Internal management and development of the CSSRC website (http://www.safeschools.state.co.us) has provided an up-to-date central clearinghouse of school safety resources for the state, including specific resources for school personnel, emergency responders, community partners, parents, and students. Resource development will continue to be guided by the mission of the Center and by future identification topics and training. Regional safe schools trainings have been offered in four regions of the state to this date, and others are to be scheduled, as resources allow. Collaborations have allowed increased workshop and keynote offerings at regional trainings.

Full pilot site projects with five main school sites in Adams County, Durango and Cortez are in progress, including technical assistance from the CSSRC staff with assessment and planning assistance from CSPV-CU. Ten additional sites also received funding for electronic school mapping as provided in HB 08-1267. Those sites included schools in Hayden and Monument, Colorado. The pilot site model has been created using recommendations from the U.S. Department of Education-Office of Safe and Drug Free Schools and with adaptations for Colorado schools based on legislative requirements, available Colorado resources, and other best practice recommendations. Tools are being created to assist schools with implementation of the four-phase school safety and crisis planning model (Appendix J and Appendix K), with NIMS/ICS requirements (SB 08-181), and other school safety issues. School mapping projects have been completed in all fifteen schools. Student and staff climate surveys have been created, administered and feedback compiled by the Center for the Study and Prevention of Violence (CSPV-CU). These surveys are now available on-line for all Colorado schools through another federally funded project by CSPV-CU. Ongoing input and evaluation of the pilot site projects will help to develop resources and inform efforts for all Colorado schools.

Future Challenges for the Colorado School Safety Resource Center

The mission of the Colorado School Safety Resource Center, as defined in legislation is a large one. There are 178 school districts, including 1,117 public schools K-12, 141 charter schools, and 97 campuses at institutes of higher education in this state. Those 133 school districts (75.6%) that have been identified by the Colorado Department of Education as located in the outlying town or rural settings and those 63.2% of districts with less than 1,200 students have been identified as particular target audiences for the services and resources of the CSSRC. Due to the limited internal resources for these smaller districts, the CSSRC will need to employ additional outreach efforts to connect with them.

The efficacy and value of the services provided by the Center to schools and other stakeholder groups will continue to be evaluated in a systematic way. This evaluation will help refine the priorities and goals for the future. Some challenges for the future of the CSSRC and its ability to

provide needed services and resources to all Colorado schools pre-K through higher education have been identified by the staff of the Center and the Advisory Board. Those challenges are summarized in five key areas:

1. The current economic situation has impacted all facets of private and public services. The CSSRC has not been immune from necessary budget reductions. While the ability of the staff to meet the myriad of school safety needs throughout the state will be negatively impacted, because its mission is so critical to Colorado's schools, students, staff and communities, the CSSRC will continue to provide as much service within its mission as possible.

2. Future regional collaborations and exploration of regional training and outreach options, including the expanded use of technology to reach rural and outlying school districts, will be considered, as resources allow. Ongoing training is necessary due to changing issues and staff turnover.

3. The CSSRC staff will continue to focus on the pilot site projects, with the objective of helping those schools find ways to overcome their challenges of competition for limited resources, so that they may find ways to institute evidence-based prevention and intervention programs and practices.

4. The CSSRC enabling legislation sets forth the requirement that the Center address school safety needs for all education levels, preK-12, as well as higher education. The current staff has worked beyond capacity in effecting the Center's goals to date. The staff will look to the Advisory Board members to assist in defining the direction within the legislative mandates, so that maximum progress may be made within the existing resource allocations. At the present time, the Advisory Board has been discussing how to best provide direct service to K-12 schools, while enhancing additional outreach via the website.

5. Future goals for the Center need to consider the evolving issues of school safety in Colorado and nationwide, the needs of schools and other stakeholder groups, and staff and resource issues.

Appendix A: Senate Bill 08-001

NOTE: This bill has been prepared for the signature of the appropriate legislative officers and the Governor. To determine whether the Governor has signed the bill or taken other action on it, please consult the legislative status sheet, the legislative history, or the Session Laws.

SENATE BILL 08-001

BY SENATOR(S) Morse, Bacon, Boyd, Gibbs, Gordon, Groff, Keller, Sandoval, Schwartz, Spence, Tapia, Veiga, Wiens, and Windels; also REPRESENTATIVE(S) Stephens, Benefield, Carroll T., Frangas, Green, Jahn, King, Labuda, Looper, Madden, Massey, McFadyen, Merrifield, Middleton, Peniston, Romanoff, Rose, Scanlan, Solano, Stafford, and Todd.

CONCERNING CREATION OF A SCHOOL SAFETY RESOURCE CENTER WITHIN THE DEPARTMENT OF PUBLIC SAFETY, AND MAKING AN APPROPRIATION THEREFOR.

Be it enacted by the General Assembly of the State of Colorado:

SECTION 1. Article 33.5 of title 24, Colorado Revised Statutes, is amended BY THE ADDITION OF A NEW PART to read:

PART 18
SCHOOL SAFETY RESOURCE CENTER

24-33.5-1801. Legislative declaration. (1) THE GENERAL ASSEMBLY HEREBY FINDS THAT:

(a) A SAFE AND HEALTHY LEARNING ENVIRONMENT FOR ALL

Capital letters indicate new material added to existing statutes; dashes through words indicate deletions from existing statutes and such material not part of act.

STUDENTS IN COLORADO IS AN IMPORTANT PRIORITY FOR THE STATE;

(b) RESEARCH INTO EVIDENCE-BASED PRACTICES CONTINUES TO DEMONSTRATE THAT ACADEMIC ACHIEVEMENT IMPROVES AS THE LEVEL OF SAFETY AND SECURITY IN A SCHOOL INCREASES;

(c) STUDIES OF RECENT SCHOOL ATTACKS HAVE ESTABLISHED THAT SCHOOL VIOLENCE MAY BE PREVENTED WITH APPROPRIATE INFORMATION SHARING;

(d) SUICIDE, WHICH REMAINS ONE OF THE LEADING CAUSES OF DEATH FOR COLORADO'S YOUTH, MAY ALSO BE PREVENTED WITH APPROPRIATE INTERVENTION;

(e) BOTH THE PHYSICAL AND PSYCHOLOGICAL WELL-BEING OF STUDENTS AND SCHOOL PERSONNEL IS CRITICALLY IMPORTANT; AND

(f) IMPROVING STUDENT ENGAGEMENT, INCLUDING REDUCING DROPOUT RATES AND TRUANCY LEVELS, IS AN IMPORTANT FACTOR FOR ENSURING THAT SCHOOLS ARE SAFE AND SUCCESSFUL.

(2) THE GENERAL ASSEMBLY FURTHER FINDS THAT:

(a) THE MOST APPROPRIATE WAY TO PREVENT AND PREPARE FOR ACTS OF VIOLENCE AND OTHER EMERGENCIES THAT MAY OCCUR ON SCHOOL CAMPUSES IS TO FOSTER A COOPERATIVE EFFORT BY SCHOOLS, LAW ENFORCEMENT AGENCIES, EMERGENCY RESPONDERS, BEHAVIORAL HEALTH EXPERTS, PARENTS, AND COMMUNITY MEMBERS TO IDENTIFY, GATHER, AND APPLY THE NECESSARY RESOURCES; AND

(b) EMERGENCY RESPONSE AND CRISIS MANAGEMENT MEASURES SHOULD BE IMPLEMENTED IN ALL COMMUNITIES WITHIN THE STATE TO PROTECT STUDENTS AND SCHOOL PERSONNEL.

(3) NOW, THEREFORE, THE GENERAL ASSEMBLY DECLARES THAT:

(a) SAFE SCHOOLS ARE A MATTER OF STATEWIDE CONCERN;

(b) ALL SCHOOLS HAVE COMMON NEEDS AND GOALS TO ENSURE A SAFE ENVIRONMENT;

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(c) RESOURCES ARE NEEDED TO FULLY DEVELOP SAFETY PLANS AND PRACTICES IN COLORADO'S SCHOOLS, COLLEGES, AND UNIVERSITIES; AND

(d) A SCHOOL SAFETY RESOURCE CENTER DEDICATED TO PROVIDING EVIDENCE-BASED PRACTICES AND EXPERTISE TO ALL SCHOOLS IS A COST-EFFECTIVE MEANS TO IMPROVE SCHOOL SAFETY.

24-33.5-1802. Definitions. AS USED IN THIS PART 18, UNLESS THE CONTEXT OTHERWISE REQUIRES:

(1) "ADVISORY BOARD" MEANS THE SCHOOL SAFETY RESOURCE CENTER ADVISORY BOARD CREATED IN THE DEPARTMENT PURSUANT TO SECTION 24-33.5-1804.

(2) "CENTER" MEANS THE SCHOOL SAFETY RESOURCE CENTER CREATED IN THE DEPARTMENT PURSUANT TO SECTION 24-33.5-1803.

(3) "DIRECTOR" MEANS THE DIRECTOR OF THE CENTER.

(4) "SCHOOL" MEANS AN INSTITUTION AT WHICH INSTRUCTION IS PROVIDED BY INSTRUCTORS TO STUDENTS IN ONE OR MORE BUILDINGS ON A CAMPUS. "SCHOOL" INCLUDES A SCHOOL SERVING ANY OF GRADES PRESCHOOL THROUGH TWELVE AND AN INSTITUTION OF HIGHER EDUCATION.

24-33.5-1803. School safety resource center - created - duties.

(1) THERE IS HEREBY CREATED WITHIN THE DEPARTMENT THE SCHOOL SAFETY RESOURCE CENTER TO ASSIST SCHOOLS IN PREVENTING, PREPARING FOR, RESPONDING TO, AND RECOVERING FROM EMERGENCIES AND CRISIS SITUATIONS AND TO FOSTER POSITIVE LEARNING ENVIRONMENTS. THE DIRECTOR OF THE CENTER SHALL BE APPOINTED BY THE EXECUTIVE DIRECTOR PURSUANT TO SECTION 13 OF ARTICLE XII OF THE STATE CONSTITUTION.

(2) THE CENTER AND THE DIRECTOR SHALL EXERCISE THEIR POWERS AND PERFORM THEIR DUTIES AND FUNCTIONS UNDER THE DEPARTMENT AND THE EXECUTIVE DIRECTOR AS IF THE SAME WERE TRANSFERRED TO THE DEPARTMENT BY A **TYPE 2** TRANSFER, AS SUCH TRANSFER IS DEFINED IN THE "ADMINISTRATIVE ORGANIZATION ACT OF 1968", ARTICLE 1 OF THIS TITLE.

(3) THE CENTER HAS THE FOLLOWING DUTIES:

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(a) TO ASSIST SCHOOLS IN DEVELOPING AND IMPLEMENTING SAFETY AND PREPAREDNESS PLANS, INCLUDING BUT NOT LIMITED TO ANY SUCH PLANS THAT ARE REQUIRED BY STATE LAW OR APPLICABLE RULES OF ACCREDITATION;

(b) TO ASSIST SCHOOLS IN ESTABLISHING PRACTICES AND STRATEGIES FOR USE IN RESPONDING TO AN EMERGENCY OR CRISIS SITUATION;

(c) TO ASSIST SCHOOLS IN DEVELOPING AND ESTABLISHING PREVENTION AND INTERVENTION EFFORTS TO ENSURE SAFE AND SECURE LEARNING ENVIRONMENTS;

(d) TO CONDUCT REGULAR RESEARCH AND ASSESSMENT PROJECTS TO DETERMINE THE EFFICACY OF STATEWIDE AND LOCAL POLICIES AND PROGRAMMING;

(e) TO MAKE INFORMATION AND OTHER RESOURCES AVAILABLE TO ALL SCHOOLS AND SCHOOL OFFICIALS; AND

(f) TO SELECT AT LEAST ONE BUT NOT MORE THAN FIVE SCHOOL DISTRICTS OR REGIONS, WITH THE CONSENT OF THE AFFECTED SCHOOL DISTRICT BOARDS OF EDUCATION, TO SERVE AS PILOT SITES DURING THE FIRST YEAR OF THE CENTER'S OPERATION. THE CENTER SHALL EVALUATE AND DEVELOP ENHANCED SCHOOL SAFETY SERVICES TO BE PROVIDED BY THE CENTER TO THE PILOT SITES.

(4) SUBJECT TO THE PROVISIONS OF SECTION 13 OF ARTICLE XII OF THE STATE CONSTITUTION, THE DIRECTOR SHALL APPOINT EMPLOYEES NECESSARY TO CONDUCT AN EFFICIENT CENTER.

24-33.5-1804. School safety resource center advisory board created - repeal. (1) THERE IS HEREBY CREATED IN THE DEPARTMENT THE SCHOOL SAFETY RESOURCE CENTER ADVISORY BOARD TO RECOMMEND POLICIES OF THE CENTER.

(2) (a) THE ADVISORY BOARD SHALL CONSIST OF NOT LESS THAN THIRTEEN MEMBERS, EACH OF WHOM SHALL BE APPOINTED TO A TERM OF TWO YEARS AS FOLLOWS:

(I) ONE MEMBER SHALL REPRESENT THE DEPARTMENT OF EDUCATION CREATED PURSUANT TO SECTION 24-1-115 AND BE APPOINTED BY THE COMMISSIONER OF EDUCATION.

(II) ONE MEMBER SHALL BE AN INDIVIDUAL WITH PROFESSIONAL EXPERTISE IN BEHAVIORAL HEALTH TREATMENT WHO REPRESENTS AN ELEMENTARY OR SECONDARY SCHOOL OR A SCHOOL DISTRICT AND BE APPOINTED BY THE COMMISSIONER OF EDUCATION.

(III) ONE MEMBER SHALL BE A SCHOOL ADMINISTRATOR AND BE APPOINTED BY THE COMMISSIONER IN CONSULTATION WITH A STATEWIDE ASSOCIATION OF SCHOOL EXECUTIVES.

(IV) ONE MEMBER SHALL REPRESENT STATE UNIVERSITIES AND COLLEGES AND BE APPOINTED BY THE EXECUTIVE DIRECTOR OF THE COLORADO COMMISSION ON HIGHER EDUCATION APPOINTED PURSUANT TO SECTION 24-1-114.

(V) ONE MEMBER SHALL REPRESENT COMMUNITY COLLEGES AND JUNIOR COLLEGES AND BE APPOINTED BY THE STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL EDUCATION CREATED PURSUANT TO SECTION 23-60-104, C.R.S.

(VI) ONE MEMBER SHALL BE A MEMBER OF A PARENTS' ORGANIZATION AND BE APPOINTED BY THE GOVERNOR.

(VII) ONE MEMBER SHALL BE A DISTRICT ATTORNEY AND BE APPOINTED BY THE GOVERNOR.

(VIII) ONE MEMBER SHALL REPRESENT THE DIVISION OF MENTAL HEALTH WITHIN THE DEPARTMENT OF HUMAN SERVICES CREATED PURSUANT TO SECTION 26-1-105, C.R.S., AND BE APPOINTED BY THE EXECUTIVE DIRECTOR OF THE DEPARTMENT OF HUMAN SERVICES.

(IX) ONE MEMBER SHALL REPRESENT THE DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT CREATED PURSUANT TO SECTION 25-1-102, C.R.S., AND BE APPOINTED BY THE EXECUTIVE DIRECTOR OF THE DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT.

(X) ONE MEMBER SHALL REPRESENT THE COLORADO DEPARTMENT OF LAW CREATED PURSUANT TO SECTION 24-1-113 AND BE APPOINTED BY THE ATTORNEY GENERAL.

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(XI) ONE MEMBER SHALL REPRESENT THE DEPARTMENT AND BE APPOINTED BY THE EXECUTIVE DIRECTOR.

(XII) ONE MEMBER SHALL BE AN INDIVIDUAL WITH PROFESSIONAL EXPERTISE IN SCHOOL SECURITY AND BE APPOINTED BY THE EXECUTIVE DIRECTOR.

(XIII) ONE MEMBER SHALL BE A LAW ENFORCEMENT PROFESSIONAL AND BE APPOINTED BY THE EXECUTIVE DIRECTOR.

(b) THE APPOINTING AUTHORITY OF EACH MEMBER OF THE ADVISORY BOARD SHALL APPOINT THE MEMBER ON OR BEFORE OCTOBER 1, 2008, AND REAPPOINT THE MEMBER OR APPOINT A NEW MEMBER NO LATER THAN ONE MONTH BEFORE THE EXPIRATION OF THE MEMBER'S TERM.

(c) ADDITIONAL ADVISORY BOARD MEMBERS MAY BE ADDED TO THE ADVISORY BOARD AS NECESSARY SUBJECT TO:

(I) THE APPROVAL OF THE EXECUTIVE DIRECTOR; AND

(II) A MAJORITY VOTE OF APPROVAL BY THE EXISTING ADVISORY BOARD MEMBERS.

(3) IF ANY MEMBER OF THE ADVISORY BOARD VACATES HIS OR HER OFFICE DURING THE TERM FOR WHICH APPOINTED TO THE ADVISORY BOARD, THE VACANCY SHALL BE FILLED BY APPOINTMENT BY THE EXECUTIVE DIRECTOR FOR THE UNEXPIRED TERM.

(4) THE ADVISORY BOARD SHALL ANNUALLY ELECT FROM ITS MEMBERS A CHAIRPERSON AND A SECRETARY.

(5) THE ADVISORY BOARD SHALL MEET AS DETERMINED NECESSARY BY THE DIRECTOR. THE MEMBERS OF THE ADVISORY BOARD SHALL RECEIVE NO COMPENSATION BUT SHALL BE REIMBURSED BY THE DEPARTMENT FOR NECESSARY TRAVEL AND OTHER EXPENSES ACTUALLY INCURRED IN THE PERFORMANCE OF THEIR OFFICIAL DUTIES.

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(6) (a) THIS SECTION IS REPEALED, EFFECTIVE JULY 1, 2017.

(b) PRIOR TO SAID REPEAL, THE ADVISORY BOARD APPOINTED PURSUANT TO THIS SECTION SHALL BE REVIEWED AS PROVIDED IN SECTION 2-3-1203, C.R.S.

24-33.5-1805. Authorization to contract for services. THE DEPARTMENT IS AUTHORIZED TO CONTRACT FOR SERVICES WITH ANY STATE, COUNTY, LOCAL, MUNICIPAL, OR PRIVATE AGENCY TO IMPLEMENT THE PROVISIONS OF THIS PART 18 AND FULFILL THE DUTIES OF THE CENTER, WHICH DUTIES ARE DESCRIBED IN SECTION 24-33.5-1803 (3).

24-33.5-1806. Evaluation - report. (1) ON OR BEFORE JANUARY 1, 2010, THE DIRECTOR SHALL PREPARE AND SUBMIT TO THE EXECUTIVE DIRECTOR A REPORT EVALUATING THE EFFICACY AND VALUE OF THE SERVICES PROVIDED BY THE CENTER TO SCHOOLS.

(2) ON OR BEFORE JANUARY 15, 2010, THE EXECUTIVE DIRECTOR SHALL PREPARE AND SUBMIT TO THE EDUCATION AND JUDICIARY COMMITTEES OF THE HOUSE OF REPRESENTATIVES AND THE SENATE, OR ANY SUCCESSOR COMMITTEES, A REPORT EVALUATING THE EFFICACY AND VALUE OF THE SERVICES PROVIDED BY THE CENTER TO SCHOOLS.

SECTION 2. 2-3-1203 (3) (dd), Colorado Revised Statutes, is amended BY THE ADDITION OF A NEW SUBPARAGRAPH to read:

2-3-1203. Sunset review of advisory committees. (3) The following dates are the dates for which the statutory authorization for the designated advisory committees is scheduled for repeal:

(dd) July 1, 2017:

(XI) THE SCHOOL SAFETY RESOURCE CENTER ADVISORY BOARD CREATED PURSUANT TO SECTION 24-33.5-1804, C.R.S.

SECTION 3. Appropriation - adjustments to the 2008 long bill.

(1) In addition to any other appropriation, there is hereby appropriated, out of any moneys in the general fund not otherwise appropriated, to the department of public safety, for the fiscal year beginning July 1, 2008, the sum of four hundred sixty-six thousand three hundred thirty-six dollars

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($466,336) and 6.0 FTE, or so much thereof as may be necessary, for the implementation of this act.

(2) For the implementation of this act, the general fund appropriation to the controlled maintenance trust fund made in section 23 of the annual general appropriation act, for the fiscal year beginning July 1, 2008, shall be decreased by four hundred sixty-six thousand three hundred thirty-six dollars ($466,336).

SECTION 4. Safety clause. The general assembly hereby finds,

determines, and declares that this act is necessary for the immediate preservation of the public peace, health, and safety.

_____ _____

Peter C. Groff   Andrew Romanoff
PRESIDENT OF   SPEAKER OF THE HOUSE
THE SENATE   OF REPRESENTATIVES

_____ _____

Karen Goldman   Marilyn Eddins
SECRETARY OF   CHIEF CLERK OF THE HOUSE
THE SENATE   OF REPRESENTATIVES

APPROVED_____

_____

Bill Ritter, Jr.
GOVERNOR OF THE STATE OF COLORADO

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Appendix B: House Bill 08-1267

NOTE: **This bill has been prepared for the signature of the appropriate legislative officers and the Governor. To determine whether the Governor has signed the bill or taken other action on it, please consult the legislative status sheet, the legislative history, or the Session Laws.**

An Act

HOUSE BILL 08-1267

BY REPRESENTATIVE(S) Massey, Balmer, Benefield, Carroll M., Gardner C., May M., McNulty, Merrifield, Rose, Solano, Stephens, Todd, Witwer, Buescher, Carroll T., Curry, Frangas, Green, Kerr A., Kerr J., Labuda, Looper, Madden, Middleton, Peniston, Roberts, Romanoff, Scanlan, Stafford, Summers, Fischer, and McFadyen; also SENATOR(S) Kester, Boyd, Groff, Isgar, Keller, Morse, Penry, Sandoval, Schwartz, Shaffer, Spence, Taylor, Tochtrop, Ward, Wiens, Williams, Windels, Gibbs, Kopp, and Tapia.

CONCERNING THE CREATION OF A FIRST RESPONDER SCHOOL MAPPING SYSTEM, AND MAKING AN APPROPRIATION THEREFOR.

Be it enacted by the General Assembly of the State of Colorado:

SECTION 1.   24-33.5-1802, Colorado Revised Statutes, as enacted by Senate Bill 08-001, enacted at the Second Regular Session of the Sixty-sixth General Assembly, is amended BY THE ADDITION OF A NEW SUBSECTION to read:

24-33.5-1802. Definitions.   As used in this part 18, unless the context otherwise requires:

(3.3) "FIRST RESPONDER" MEANS AN INDIVIDUAL WHO RESPONDS IN _____

Capital letters indicate new material added to existing statutes; dashes through words indicate deletions from existing statutes and such material not part of act.

A PROFESSIONAL CAPACITY TO AN EMERGENCY THAT OCCURS IN A SCHOOL BUILDING, INCLUDING BUT NOT LIMITED TO PEACE OFFICERS, FIREFIGHTERS, EMERGENCY MEDICAL TECHNICIANS, SCHOOL ADMINISTRATORS, AND TEACHERS.

SECTION 2.   24-33.5-1803 (3) (f), Colorado Revised Statutes, as enacted by Senate Bill 08-001, enacted at the Second Regular Session of the Sixty-sixth General Assembly, is amended to read:

24-33.5-1803.   School safety resource center - created - duties.
(3) The center has the following duties:

(f) (I) To select at least one but not more than five school districts or regions, with the consent of the affected school district boards of education, to serve as pilot sites during the first year of the center's operation. The center shall evaluate and develop enhanced school safety services to be provided by the center to the pilot sites.

(II) IN SELECTING THE SCHOOL DISTRICTS OR REGIONS THAT SHALL SERVE AS PILOT SITES PURSUANT TO SUBPARAGRAPH (I) OF THIS PARAGRAPH (f), THE CENTER SHALL DESIGNATE AT LEAST ONE BUT NOT MORE THAN THREE SCHOOLS WITHIN EACH OF THE PILOT SITES TO PARTICIPATE IN A COOPERATIVE EFFORT BY ALL SUCH DESIGNATED SCHOOLS WITHIN THE PILOT SITES TO CREATE A FIRST RESPONDER SCHOOL MAPPING SYSTEM TO PROVIDE FIRST RESPONDERS IMMEDIATE ELECTRONIC OR DIGITAL ACCESS TO MAPS OF, AND OTHER SCHEMATIC INFORMATION ABOUT, SCHOOL BUILDINGS AT SUCH DESIGNATED SCHOOLS IN THE EVENT OF AN EMERGENCY AT THE DESIGNATED SCHOOLS. IN CREATING THE FIRST RESPONDER SCHOOL MAPPING SYSTEM, THE PILOT SITES MAY CONTRACT WITH ONE OR MORE PUBLIC OR PRIVATE ENTITIES WITH EXPERIENCE IN CREATING FIRST RESPONDER SCHOOL MAPPING SYSTEMS. BEFORE ENTERING INTO ANY SUCH CONTRACT OR OTHERWISE PROCEEDING WITH PLANS FOR THE CREATION OF THE FIRST RESPONDER SCHOOL MAPPING SYSTEM, THE PILOT SITES SHALL SUBMIT THE CONTRACT OR PLANS TO THE CENTER TO APPROVE OR DISAPPROVE. THE DEPARTMENT SHALL REIMBURSE THE PILOT SITES FOR THE DIRECT AND INDIRECT COSTS OF CREATING THE FIRST RESPONDER SCHOOL MAPPING SYSTEM PURSUANT TO THIS SUBPARAGRAPH (II).

(III) THE GENERAL ASSEMBLY HEREBY FINDS AND DECLARES THAT, FOR PURPOSES OF SECTION 17 OF ARTICLE IX OF THE STATE CONSTITUTION,

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THE DEVELOPMENT AND CREATION OF A   FIRST RESPONDER SCHOOL MAPPING SYSTEM, PURSUANT TO SUBPARAGRAPH (II) OF THIS PARAGRAPH (f), IS AN IMPORTANT ELEMENT OF IMPROVING STUDENT SAFETY AND MAY THEREFORE RECEIVE FUNDING FROM THE STATE EDUCATION FUND CREATED IN SECTION 17 (4) OF ARTICLE IX OF THE STATE CONSTITUTION.

SECTION 3. Appropriation. (1) In addition to any other appropriation, there is hereby appropriated from the state education fund created in section 17 (4) of article IX of the Colorado constitution, to the department of education, assistance to public schools, for grant programs, distributions, and other assistance, for the fiscal year beginning July 1, 2008, the sum of one hundred fifty thousand dollars ($150,000), or so much thereof as may be necessary, for the implementation of this act.

(2) In addition to any other appropriation, there is hereby appropriated to the department of public safety, for the fiscal year beginning July 1, 2008, the sum of one hundred fifty thousand dollars ($150,000), or so much thereof as may be necessary, for the implementation of this act. Said sum shall be from reappropriated funds received from the department of education out of the appropriation made in subsection (1) of this section.

SECTION 4. Effective date. This act shall take effect either upon passage or upon the effective date of Senate Bill 08-001, whichever is later; except that this act shall only take effect if Senate Bill 08-001 is enacted at the Second Regular Session of the Sixty-sixth General Assembly and becomes law.

SECTION 5. Safety clause.   The general assembly hereby finds,

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determines, and declares that this act is necessary for the immediate preservation of the public peace, health, and safety.

_____   _____

Andrew Romanoff   Peter C. Groff
SPEAKER OF THE HOUSE   PRESIDENT OF
OF REPRESENTATIVES   THE SENATE

_____   _____

Marilyn Eddins   Karen   Goldman
CHIEF CLERK OF THE HOUSE   SECRETARY OF
OF REPRESENTATIVES   THE SENATE

APPROVED_____

_____
Bill Ritter, Jr.
GOVERNOR OF THE STATE OF
COLORADO

PAGE 4-HOUSE BILL 08-1267

Appendix C: Senate Bill 08-181 and Joint Position Paper

NOTE: This bill has been prepared for the signature of the appropriate legislative officers and the Governor. To determine whether the Governor has signed the bill or taken other action on it, please consult the legislative status sheet, the legislative history, or the Session Laws.

An Act

SENATE BILL 08-181

BY SENATOR(S) Wiens, Cadman, Kopp, Mitchell S., Boyd, Brophy, Gibbs, Gordon, Groff, Harvey, Isgar, Johnson, Keller, Kester, McElhany, Morse, Renfroe, Romer, Sandoval, Schwartz, Shaffer, Spence, Tapia, Taylor, Tochtrop, Veiga, Ward, Williams, and Windels; also REPRESENTATIVE(S) Massey, Carroll T., Curry, Frangas, Green, Hodge, Jahn, Kerr J., King, Labuda, Lambert, Liston, Lundberg, Marostica, May M., McFadyen, Merrifield, Middleton, Mitchell V., Peniston, Primavera, Rice, Romanoff, Rose, Scanlan, Solano, and Todd.

CONCERNING MEASURES TO IMPROVE COORDINATION AMONG AGENCIES WHEN RESPONDING TO SCHOOL INCIDENTS.

Be it enacted by the General Assembly of the State of Colorado:

SECTION 1. Legislative declaration. (1) The general assembly finds and declares that:

(a) Each school day, Colorado school personnel are accountable for the safety of over 800,000 students, or about one-fifth of the total population of the state;

(b) Educators and school personnel are the first responders in the school, on field trips, and at school-related events. They are the first to

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Capital letters indicate new material added to existing statutes; dashes through words indicate deletions from existing statutes and such material not part of act.

detect a school-related threat, first to respond to a school-related incident, and last to leave the site of an incident, and they are the ones left to cope with the aftereffects of an incident.

(c) Therefore, schools must achieve a level of readiness acceptable to school personnel, parents, and the community by organizing and designating safety teams and providing them with the safety plans, procedures, training, equipment, and other support they need to not only maintain a safe learning environment and protect the students, but also to protect the educators themselves;

(d) Schools must be in compliance with national incident management system, referred to in this section (1) as "NIMS", and school personnel must be required to be trained in the incident command system according to guidelines established by the federal emergency management agency;

(e) In this regard, schools would benefit from technical expertise at the state level and from the recent availability of electronic interactive school safety resources on the internet and courses in the Colorado system of community and technical colleges;

(f) Grants are available from the federal departments of education, homeland security, justice, and health and human services to assist schools and school districts in their emergency management planning, but schools and school districts would be in the best position to qualify for such grants if the schools or school districts were already in compliance with the NIMS or had in place memoranda of understanding with local partners such as law enforcement agencies, fire departments, and public health agencies;

(g) State or regional assistance in coordinating grant applications would provide consistency in applications and benefit school districts and schools by creating efficiencies of time and effort; and

(h) State technical assistance would help schools and school districts become NIMS compliant and maintain NIMS compliance.

SECTION 2. Part 1 of article 33.5 of title 24, Colorado Revised Statutes, is amended BY THE ADDITION OF A NEW SECTION to read:

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24-33.5-110.   Posting of notice of NIMS classes. THE DEPARTMENT SHALL PLACE ON ITS WEB SITE A DESCRIPTION OF THE NATIONAL INCIDENT MANAGEMENT SYSTEM, DEVELOPED BY THE FEDERAL EMERGENCY MANAGEMENT AGENCY AND REFERRED TO IN THIS SECTION AS "NIMS", AND A LISTING, WITH ANY APPLICABLE LINKS, OF ON-LINE COURSES REQUIRED TO BECOME NIMS-CERTIFIED AND COURSES RELATED TO NIMS AT INSTITUTIONS WITHIN THE STATE SYSTEM OF COMMUNITY AND TECHNICAL COLLEGES.

SECTION 3. 22-32-109.1 (4), Colorado Revised Statutes, is amended to read:

22-32-109.1. Board of education - specific powers and duties safe schools. (4) **School response framework - school safety, readiness, and incident management plan.** Each board of education shall establish a ~~crisis management policy~~ SCHOOL RESPONSE FRAMEWORK that SHALL CONSISTS OF POLICIES DESCRIBED IN THIS SUBSECTION (4). BY SATISFYING THE REQUIREMENTS OF THIS SUBSECTION (4), A SCHOOL OR SCHOOL DISTRICT SHALL BE IN COMPLIANCE WITH THE NATIONAL INCIDENT MANAGEMENT SYSTEM, REFERRED TO IN THIS SUBSECTION (4) AS "NIMS", DEVELOPED BY THE FEDERAL EMERGENCY MANAGEMENT SYSTEM. At a minimum, ~~sets forth~~ THE POLICIES SHALL REQUIRE:

(a) (I) EACH SCHOOL DISTRICT, ON OR BEFORE JULY 1, 2009, TO ESTABLISH A DATE BY WHICH EACH SCHOOL OF THE SCHOOL DISTRICT SHALL BE IN COMPLIANCE WITH THE REQUIREMENTS OF THIS SUBSECTION (4); EXCEPT THAT THE DATE MAY BE CHANGED BY THE SCHOOL BOARD FOR CAUSE;

(II) EACH SCHOOL DISTRICT SHALL MAKE THE DATES ESTABLISHED PURSUANT TO SUBPARAGRAPH (I) OF THIS PARAGRAPH (a) AVAILABLE TO THE PUBLIC UPON REQUEST.

(b) EACH SCHOOL DISTRICT TO ADOPT THE NATIONAL RESPONSE FRAMEWORK RELEASED BY THE FEDERAL DEPARTMENT OF HOMELAND SECURITY AND NIMS FORMALLY THROUGH ORDERS OR RESOLUTIONS;

(c) EACH SCHOOL DISTRICT TO INSTITUTIONALIZE THE INCIDENT COMMAND SYSTEM AS TAUGHT BY THE EMERGENCY MANAGEMENT INSTITUTE OF THE FEDERAL EMERGENCY MANAGEMENT AGENCY;

(d) EACH SCHOOL DISTRICT, ON OR BEFORE JULY 1, 2009, TO START TO DEVELOP, IN CONJUNCTION WITH LOCAL FIRE DEPARTMENTS, LOCAL LAW ENFORCEMENT AGENCIES, LOCAL EMERGENCY MEDICAL SERVICE PERSONNEL, LOCAL MENTAL HEALTH ORGANIZATIONS, AND LOCAL PUBLIC HEALTH AGENCIES, COLLECTIVELY REFERRED TO IN THIS SUBSECTION (4) AS "COMMUNITY PARTNERS", A SCHOOL SAFETY, READINESS, AND INCIDENT MANAGEMENT PLAN THAT COORDINATES WITH ANY STATEWIDE OR LOCAL HOMELAND SECURITY PLANS AND THAT, AT A MINIMUM, IDENTIFIES FOR EACH PUBLIC SCHOOL IN THE SCHOOL DISTRICT:

(I) SAFETY TEAMS AND BACKUPS WHO ARE RESPONSIBLE FOR INTERACTING WITH COMMUNITY PARTNERS AND ASSUMING KEY INCIDENT COMMAND POSITIONS; AND

(II) POTENTIAL LOCATIONS FOR VARIOUS TYPES OF OPERATIONAL LOCATIONS AND SUPPORT FUNCTIONS OR FACILITIES;

(e) TO THE EXTENT POSSIBLE, EACH SCHOOL DISTRICT TO ENTER INTO MEMORANDA OF UNDERSTANDING WITH THE COMMUNITY PARTNERS SPECIFYING RESPONSIBILITIES FOR RESPONDING TO INCIDENTS;

(f) TO THE EXTENT POSSIBLE, EACH PUBLIC SCHOOL TO CREATE A AN ALL-HAZARD EXERCISE PROGRAM BASED ON NIMS AND TO CONDUCT TABLETOP EXERCISES AND OTHER EXERCISES IN COLLABORATION WITH COMMUNITY PARTNERS FROM MULTIPLE DISCIPLINES AND, IF POSSIBLE, MULTIPLE JURISDICTIONS TO PRACTICE AND ASSESS PREPAREDNESS;

(g) TO THE EXTENT POSSIBLE, EACH PUBLIC SCHOOL, IN COLLABORATION WITH ITS SCHOOL DISTRICT, TO HOLD COORDINATED EXERCISES AMONG SCHOOL EMPLOYEES AND COMMUNITY PARTNERS INCLUDING AT A MINIMUM:

(I) ORIENTATION MEETINGS TO INFORM ALL PARTIES ABOUT EMERGENCY OPERATION PLANS AND PROCEDURES;

(II) DRILLS, IN ADDITION TO ANNUAL FIRE DRILLS, TO IMPROVE INDIVIDUAL AND STUDENT EMERGENCY PROCEDURES; AND

(III) TABLETOP EXERCISES TO DISCUSS AND IDENTIFY ROLES AND RESPONSIBILITIES IN DIFFERENT SCENARIOS;

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(h) EACH PUBLIC SCHOOL TO CONDUCT A WRITTEN EVALUATION FOLLOWING THE EXERCISES AND CERTAIN INCIDENTS AS IDENTIFIED BY THE SCHOOL OR SCHOOL DISTRICT AND IDENTIFY AND ADDRESS LESSONS LEARNED AND CORRECTIVE ACTIONS IN UPDATING RESPONSE PLANS AND PROCEDURES;

(i) EACH PUBLIC SCHOOL, AT LEAST EVERY ACADEMIC TERM, TO INVENTORY EMERGENCY EQUIPMENT AND REVIEW COMMUNICATIONS EQUIPMENT AND ITS INTEROPERABILITY WITH AFFECTED STATE AND LOCAL AGENCIES;

j) EACH SCHOOL DISTRICT TO ADOPT written procedures for taking action and communicating with local law enforcement agencies, community emergency services, parents, students, and the media in the event of ~~a crisis.~~ CERTAIN INCIDENTS AS IDENTIFIED BY THE SCHOOL OR SCHOOL DISTRICT;

(k) KEY EMERGENCY SCHOOL PERSONNEL, INCLUDING BUT NOT LIMITED TO SAFETY TEAMS AND BACKUPS, TO COMPLETE COURSES PROVIDED BY THE FEDERAL EMERGENCY MANAGEMENT AGENCY'S EMERGENCY MANAGEMENT INSTITUTE OR BY INSTITUTIONS OF HIGHER EDUCATION IN THE STATE SYSTEM OF COMMUNITY AND TECHNICAL COLLEGES;

(l) ~~Each policy shall provide for~~ School district employee ~~crisis~~ SAFETY AND INCIDENT management training, INCLUDING PROVISIONS STATING THAT COMPLETION OF ANY COURSES IDENTIFIED BY THE DEPARTMENT OF PUBLIC SAFETY PURSUANT TO SECTION 24-33.5-110,C.R.S., AS RELATED TO NIMS COUNT TOWARD THE PROFESSIONAL DEVELOPMENT REQUIREMENTS OF A PERSON LICENSED PURSUANT TO ARTICLE 60.5 OF THIS TITLE;

(m) EACH SCHOOL DISTRICT TO WORK WITH COMMUNITY PARTNERS TO UPDATE AND REVISE ALL STANDARD OPERATING PROCEDURES, ENSURING THAT ALL ASPECTS OF NIMS ARE INCORPORATED, INCLUDING BUT NOT LIMITED TO POLICIES AND PRINCIPLES, PLANNING, PROCEDURES, TRAINING, RESPONSE, EXERCISES, EQUIPMENT, EVALUATION, AND CORRECTIVE ACTIONS;

(n) EACH SCHOOL DISTRICT TO COORDINATE WITH COMMUNITY PARTNERS TO ASSESS OVERALL ALIGNMENT AND COMPLIANCE WITH NIMS; IDENTIFY REQUIREMENTS ALREADY MET; ESTABLISH A BASELINE FOR NIMS COMPLIANCE; AND DETERMINE ACTION STEPS, INCLUDING DEVELOPING A PLAN AND TIMELINE, TO ACHIEVE AND MAINTAIN ALL NIMS GOALS; AND

(o) EACH SCHOOL DISTRICT TO DEVELOP A TIMELINE AND STRATEGY FOR COMPLIANCE WITH THE REQUIREMENTS OF THIS SUBSECTION (4) AND TO STRATEGICALLY PLAN, SCHEDULE, AND CONDUCT ALL ACTIVITIES WITH COMMUNITY PARTNERS.

SECTION 4. Part 5 of article 30.5 of title 22, Colorado Revised Statutes, is amended BY THE ADDITION OF A NEW SECTION to read:

22-30.5-503.5. School response framework. THE STATE CHARTER SCHOOL INSTITUTE SHALL ESTABLISH A SCHOOL RESPONSE FRAMEWORK THAT COMPLIES WITH THE PROVISIONS OF SECTION 22-32-109.1(4) FOR EACH STATE CHARTER SCHOOL.

SECTION 5. 22-1-125 (5), Colorado Revised Statutes, is amended to read:

22-1-125. Automated external defibrillators in public schools.
(5) To ensure public health and safety, a school district that acquires an automated external defibrillator shall meet the training, maintenance, inspection, and physician involvement requirements set forth in section 13-21-108.1 (3), C.R.S., and shall reference the requirements of that section in the school district's ~~crisis~~ SAFETY, READINESS, AND INCIDENT management ~~policy~~ PLAN pursuant to ~~section 22-32-109.1 (4)~~ SECTION 22-32-109.1 (4) (d).

SECTION 6. 23-60-202 (1) (c), Colorado Revised Statutes, is amended to read:

23-60-202. Duties of board with respect to state system. (1) With respect to the community and technical colleges within the state system, the board has the authority, responsibility, rights, privileges, powers, and duties customarily exercised by the governing boards of institutions of higher education, including the following:

(c) (I) To fix the tuition and fees to be charged in the community and technical colleges. The board shall fix tuition in accordance with the level of cash fund appropriations set by the general assembly for such institutions pursuant to section 23-1-103.5.

(II) TO THE EXTENT SPACE IS AVAILABLE, THE BOARD MAY ALLOW PERSONS LICENSED PURSUANT TO ARTICLE 60.5 OF TITLE 22, C.R.S., TO TAKE, WITHOUT CHARGE AT COMMUNITY AND TECHNICAL COLLEGES, CLASSES IDENTIFIED BY THE DEPARTMENT OF PUBLIC SAFETY PURSUANT TO SECTION 24-33.5-110, C.R.S., AS RELATED TO THE NATIONAL INCIDENT MANAGEMENT SYSTEM DEVELOPED BY THE FEDERAL EMERGENCY MANAGEMENT AGENCY.

SECTION 7. Safety clause. The general assembly hereby finds,

determines, and declares that this act is necessary for the immediate preservation of the public peace, health, and safety.

_____   _____

Peter C. Groff   Andrew Romanoff
PRESIDENT OF   SPEAKER OF THE HOUSE
THE SENATE   OF REPRESENTATIVES

_____   _____

Karen Goldman   Marilyn   Eddins
SECRETARY OF   CHIEF   CLERK   OF   THE   HOUSE
THE SENATE   OF REPRESENTATIVES

            APPROVED_____

            _____
            Bill Ritter, Jr. GOVERNOR OF THE
            STATE OF COLORADO

PAGE 8 –SENATE BILL 08-181

SENATE BILL 08-181
THE NATIONAL INCIDENT MANAGEMENT SYSTEM AND
COLORADO SCHOOL DISTRICT COMPLIANCE
Revised: Feb. 2009

Note: The authors of this position paper have revised the training section, beginning on page two, to incorporate updated training recommendations for schools receiving federal preparedness funds.

The State legislature passed and Governor Ritter signed Senate Bill 181 (SB-181) into law during the 2008 legislative term. Most of its content amends the Safe School Act, of which most is reflected in Colorado Revised Statutes 22-32-109.1. SB-181 is an effort to better prepare school districts to respond to emergencies, both natural and manmade. SB-181 requires all districts and the Charter School Institute (CSI) to adopt the tenets of the National Response Framework (NRF), including the National Incident Management System (NIMS) and the Incident Command System (ICS). All districts and the CSI must establish a date by July 1, 2009 for when they expect to be in compliance with NIMS.

Since the passage of SB-181 there has been some confusion as to what NIMS is, and what particular portions of NIMS should be required of the districts and the CSI. To assist the public education organizations in sorting out the legislation, the following representatives met in September, 2008 which resulted in co-developing this Position Statement. Following this statement, the authors offer further information about NIMS, the specific elements required by SB-181 and their supporting rationale, and training and Website resources.

POSITION STATEMENT ON SB08-181
Issued by:

Colorado School District Self Insurance Pool	Colorado Association of School Boards	Division of Fire Safety, Colorado Department of Public Safety	Colorado Department of Education	Division of Emergency Management, Colorado Department of Local Affairs
Cheryle Mangels, Executive Director; Eric Jacobson, and Dave Sullivan	Lauren Kingsbery, Legal Advisor	Kevin Klein, Director	Janelle Krueger, Principal Consultant, Safe and Drug-Free Schools and Communities	Hans Kallam, Director

SUMMARY

- There are obvious advantages to schools to follow the tenets of NIMS; however, not all requirements of NIMS are applicable to schools because NIMS was not specifically developed for schools;
- A school district and the CSI obliged to meet all of the same requirements as local government and first responders would be burdened with an unachievable task;
- SB-181 describes a more narrow, yet comprehensive list of specific elements that school districts and the CSI must follow to be considered NIMS compliant;
- SB-181 refers to necessary training but does not explicitly identify which school personnel must be trained and the specific training to be completed;
- Statewide organizations and agencies serving the school and/or the first responder communities are often approached to provide technical assistance and guidance about implementing laws in the interest of complying with the law, and

- It can be helpful to local practitioners if the statewide organization and agency representatives speak with a unified message that still respects local control and local flexibility exercised by local jurisdictions.

While simply taking courses to become NIMS compliant is possible, it is the application of the tenets and concepts of NIMS in the school safety program and plan that will provide practical application in the event of an emergency.

TRAINING

The Federal Emergency Management School Program lists a number of NIMS related courses. These courses are **required** for school districts that receive grant monies considered to be **"federal preparedness" funds**. Examples include grants from the Department of Homeland Security and the "Readiness and Emergency Management for Schools" (REMS grants from the U.S. Department of Education). Some training requirements, without funding, place an undue burden on districts without any real benefit to school safety programs. The courses listed below are minimum training recommendations for schools in Colorado (that don't receive federal preparedness funds). Check grant applications and documents for specific training requirements.

Minimum training recommendations:

ICS 100SCa, An Introduction to ICS for Schools.
It is recommended that personnel identified as members of a "Safety Team" and their backups, who are given specific responsibilities during the immediate response to an incident, complete ICS 100SCa (Independent Study, no cost, on-line course.) Safety Team memberships may include, but are not be limited to, school and district administrators and office staff, custodians, campus supervisors, school security officers, school resource officers, student support personnel such as school psychologists, counselors, social workers and school nurses, and the school or district's public information officer.

IS 362 Multi-Hazard Emergency Planning for Schools.
This is training offered by the Federal Emergency Management Agency's (FEMA) Emergency Management Institute (EMI) for individuals responsible for developing the districts' and the CSI's charter schools' all-hazard "School Safety, Readiness, and Incident Management Plan" (Independent Study; no cost, on-line course). While FEMA does not consider this course a requirement for NIMS compliancy for federal preparedness funding, it is felt that the Multi-Hazard Training for Schools provides a substantial benefit to district planning.

For some jurisdictions the minimum training identified above may be the maximum training necessary. However, school and community partners are at their discretion to complete training courses above and beyond the minimum, such as NIMS700 and ICS200. Local circumstances, such as the number of available school staff, the number of available first responders and the average length of response times can be considered when determining which personnel and how many require more extensive training to effectively manage an incident in accordance with the ICS framework. SB-181 was not intended to be a "one size fits all" approach, but rather a plan developed locally among community partners in line with local preparedness needs.

To receive federal funding The U.S. Departments of Homeland Security and Education recommend all key personnel involved in school emergency management and incident response take the NIMS, ICS, and NRF training courses and support the implementation of NIMS. This could consist of District Superintendents, Business Managers, Principles and others in key

leadership roles such as Transportation Directors, Facility Managers and Public Information Officers.   It is up to each district, working with their local community partners and in accordance with their emergency plan to identify "key" personnel. Many Colorado districts may find that these positions are "dual hatted", and training requirements may be modified accordingly. These courses include:

- IS-100.SC/IS-100.SCa: *Introduction to the Incident Command System, I-100 for Schools*
- IS-200: *ICS for Single Resources and Initial Action Incidents*
- IS-300: Intermediate Incident Command System Training (to be added this year)
- IS-700a: *NIMS, An Introduction*
- IS-800.B: *National Response Framework, An Introduction*

The focus of SB-181 is to bring school districts and charter schools into alignment with local first response agencies by requiring them to be NIMS compliant. While not expected to meet the same rigid requirements NIMS sets forth for first responders, school districts have critical requirements that must be met. The focus of district efforts should be in working with local community partners in developing an all- hazard emergency plan that includes a standardized management system (ICS), memoranda of understanding with first responders that allow for seamless integration of response efforts, a robust exercise program utilizing written lessons learned to identify shortfalls in the plan and training needs and, most importantly close cooperation and coordination with local partners in determining district compliance with NIMS. A more in-depth look at NIMS and SB-181 follows.

THE NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

NIMS was developed in a national effort to coordinate response to major emergencies and disasters involving multiple agencies, jurisdictions, and levels of government. The benefits of NIMS include a unified approach to incident management; standard command and management structures; and emphasis on preparedness, mutual aid and resource management. The focus of NIMS is a coordinated response, highlighted by three key features: standardization, compatibility and interoperability.   NIMS was developed to link local first responders with other jurisdictions and levels of government in a unified, coordinated response to an event. There are five basic components of NIMS:

1. Command and Management
2. Preparedness
3. Resource Management
4. Communications and Information Management
5. NIMS Management and Maintenance

More information can be found at http://www.fema.gov/emergency/nims/index.shtm

Each component has specific requirements for local, state, federal and tribal governments. There are obvious advantages to schools to follow the tenets of NIMS. However, not all requirements of NIMS are applicable to schools because NIMS was not specifically developed with schools in mind. SB 08-181 describes a narrower, yet comprehensive list of specific elements that school districts and the Charter School Institute (CSI) must follow to be considered NIMS compliant.

Rather than discuss the five components of NIMS in detail, this paper focuses on the requirements that school districts and the CSI must meet to be compliant with NIMS in

accordance with the new state law. By satisfying these requirements, a school district and the CSI shall be in compliance with NIMS.

REQUIREMENTS OF SB 08-181; SUPPORTING RATIONALE

SB-181 outlines specific responsibilities for school districts and CSI's charter schools to achieve NIMS compliance. It also places some specific responsibilities on the Department of Public Safety and local "community partners" essentially defined as the "first responder community." The first responder community includes, but is not limited to law enforcement, fire, emergency medical services, local mental health and public health agencies. As each requirement in SB-181 is reviewed below, the impact on schools and community partners will be examined.

Each local board of education and the CSI, through policies or procedures, is required to establish a School Response Framework which will include, at a minimum, the following components:

1. Establish date for compliance. On or before July 1, 2009 each school district and the CSI shall establish a timeline as to when the District and CSI will be in compliance with the requirements set forth in SB 08-181. This does not mean the districts and the CSI must be in compliance with NIMS by July 2009. Districts and CSI must begin working toward achieving the NIMS tenets and, in coordination with community partners, develop a strategic plan for achieving compliance. The plan and dates established to achieve compliance must be made available to the public upon request.

2. Formally adopt National Response Framework (NRF). Each district and the CSI must adopt the National Response Framework and NIMS formally through orders or resolutions. The NRF describes the response plan to be followed by the federal government. The major component of the NRF is NIMS.

3. Institutionalize the Incident Command System (ICS). In adopting the NRF and NIMS each district and the CSI charter schools will "institutionalize the Incident Command System." As NIMS is the key component of the NRF, ICS is the critical component of NIMS. The ICS is the coordinating link between multiple agencies and jurisdictions in an emergency response. This is perhaps the most critical piece of SB 08-181. School districts and the CSI charter schools must adopt ICS as the management structure to be utilized in school and district emergency response plans.

4. Start to develop an emergency response plan. Each school district and CSI's charter schools must, on or before July 1, 2009, begin working with their key community partners to develop an all-hazard, comprehensive emergency response plan, defined in SB 08-181 as a "School Safety, Readiness, and Incident Management Plan." Involving local responders in creating or updating this plan ensures that the plan will coordinate with local, county and state emergency plans. The plan, at a minimum, must identify for each school in the district the following:

    a) "Safety Teams" (and backups) who are responsible for the initial response to an incident in the school and who interact with local first responders. The Safety Teams will make up the key positions in the ICS.

    b) Key operational locations and facilities to be utilized by first responders. Schools will work in conjunction with first responders to identify such things

as potential locations for the incident command post and a staging area for equipment responding to an incident at the school. Working with the responder community in identifying these sites will eliminate conflict and confusion during a response.

5. Enter into memoranda of understanding with community partners. SB 08-181 requires, to the extent possible, that school districts and CSI's charter schools enter into memoranda of understanding (MOU's) with community partners. Basically these MOU's should define expectations and responsibilities on the part of both the school district and the first responders regarding a response to a school. The MOU's ensure that School Safety, Readiness, and Incident Management Plans are coordinated with local responders and all potential conflicts are eliminated.

6. Create an all-hazard exercise program based on NIMS, hold coordinated exercises and conduct written evaluation following the exercises. School districts and the CSI, to the extent possible, must create an "all-hazard exercise program." SB 08-181 calls for each school to conduct exercises involving community partners. It is recommended that districts and the CSI develop a comprehensive, scenario-based exercise program that allows the district to work closely with local emergency responders in testing district plans and facilitating cooperative efforts in coordinating response plans. Working closely with the responder community in developing exercises ensures that responders are well versed in the district's and charter schools' plan. While SB 08-181 requires, to the extent possible, specific exercises be held to include orientation meetings, drills (above and beyond fire drills) and tabletop exercises, it is recommended that districts develop an exercise schedule, based on community needs and hazards.[1] Each exercise, regardless of type, should result in an After Action Report or lessons learned. SB 08-181 requires written evaluations after exercises and real world incidents. Lessons learned assist districts and community partners in identifying shortfalls in the emergency response plan as well as identifying specific training needs. A comprehensive, all-hazard exercise program includes various types of exercises; including full-scale exercises, that build in sophistication and complexity balanced by community needs and hazards. Exercises allow for realistic reviews of operating procedures and identify necessary modifications to planning and training efforts.

7. Inventory emergency equipment. Each district and CSI charter school must inventory emergency equipment, including radios, annually. Districts should be working toward interoperability of communications equipment with the response community. Districts should also develop written procedures for communication with first responders, parents and media. It is recommended that the School Safety, Readiness, and Incident Management Plan outline exactly how these communication requirements will be met.

8. Training Requirements. Perhaps the most controversial interpretive piece of SB-181 is the training requirement. There are definitive requirements for NIMS training for local, state, federal and tribal governments. There are also stated timelines for the completion of various training courses. As stated above, NIMS compliance for school districts is different than compliance requirements for various levels of government and professional response organizations. SB-181 does not define what training is required to meet the requirements set forth in the bill other than identifying courses as listed by the Federal Emergency Management Agency (FEMA). It does however require the Colorado Department of Public Safety to identify and post on its web site such courses related to NIMS and that such courses can be counted as professional development requirements. The Emergency

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[1] The Division of Fire Safety will work with school districts and the CSI to allow substitution of exercises for some of the required monthly fire drills.

Management Institute (EMI), under the auspices of FEMA, lists four required NIMS courses in its School Program necessary to receive federal preparedness funding (ICS 300 will be added to the required list this year). It also lists three other courses recommended for school preparedness. One of these is IS 362, the other two are earthquake preparedness training. Utilizing this list of courses, the following two courses are recommended as minimum training requirements for NIMS compliance for Schools Districts in Colorado. The recommended courses are **ICS 100SCa, An Introduction to ICS for Schools** and **IS 362 Multi-Hazard Emergency Planning for Schools**. The ICS course should be taken by all persons with a responsibility in a Safe School, Readiness and Incident Management Plan or designated in a school incident command structure. The IS 362 planning course should be taken by those school personnel responsible for developing a Safe School, Readiness and Incident Management Plan. These courses can be taken on line at www.training.fema.gov under the School Program. They are also listed under the Independent Study Program. Both courses can be taken in a classroom setting. ICS 100 an Introduction to ICS can be taken in lieu of ICS for Schools. The courses are listed on both the Colorado Department of Public Safety and the Colorado Division of Emergency Management (CDEM) websites: http://cdpsweb.state.co.us/nims.html; http://dola.colorado.gov/dem. . Furthermore, a team of school personnel can travel to the Emergency Management Institute in Maryland to take an enhanced course (E362) which is four days of planning and exercising as a team.

9. Additional requirements of SB-181 concern school districts and CSI charter schools working closely with community partners in updating and revising all standard operating procedures and ensuring all aspects of NIMS, as applicable, are incorporated. Community partners are also tasked to coordinate with districts and CSI's charter schools in assessing overall compliance with NIMS, as put forth in SB-181, and developing a timeline and strategic plan for compliance.

In addition, more training is available and can be accessed via the emergency manager or designee in the county of jurisdiction, or through the CDPS, CDEM or FEMA websites. Courses such as IS 139 – Exercise Design and IS 235 Emergency Planning and many more are independent study and/or classroom-based courses.

SENATE BILL 08-181

RECOMMENDED SCHOOL TRAINING

Minimum:

- ICS 100.SC (IS 100.SCa, IS 100 SCa – online)
- G 362 or IS 362– Multi-Hazard Emergency Planning for Schools   (IS 362-online independent study)

Optional:

- NIMS 700a (IS 700 online, can be taken in a group setting)
- ICS 200 – may be considered for Districts with long response times by first responders (IS 200- online)
- IS 800 (online)
- ICS 300 (classroom setting, taught by a certified instructor)

Other disaster-related classes may be taken that relate to the above objectives and are generally offered at no charge.

Web Sites:

- www.training.fema.gov
- http://dola.colorado.gov/dem
- www.csdsip.net
- http://cdpsweb.state.co.us
- http://rems.ed.gov

Note: IS designates online courses, ICS or G designate courses taught in a classroom setting.

Disclaimer: The above statement reflects the opinions and professional expertise of the individuals issuing this statement and should not be considered an officially adopted position by the governing boards of the agencies identified.

Appendix D: Letter dated September 3, 2008

cdps

**COLORADO
DEPARTMENT
OF PUBLIC SAFETY**

September 3, 2008

RE: Colorado School Safety Resource Center Pilot Program

Dear Colleague:

On May 13, 2008, Governor Bill Ritter signed into law Senate Bill 08-001 creating the School Safety Resource Center (the Center). The mission of the Center is to collaboratively assist educators, parents, students, emergency responders and community organizations in creating a safer school environment for all Colorado students. The Center will provide the following services: Assessments, Resources, Training, and Technical Assistance. The Center will also coordinate the establishment of information sharing agreements between law enforcement, human services, and mental health professionals.

Paramount to the success of the Center is the establishment of the School Safety Pilot Program. Up to five (5) sites, including at least one (1) rural school or school district, will be selected across Colorado to participate in the pilot program. The Center will work in close collaboration with school officials from each selected site. For the purpose of the pilot site selection, the following counties <u>are not</u> considered rural: Adams, Arapahoe, Boulder, Denver, Douglas, El Paso, Jefferson, Larimer, and Pueblo. The Center will evaluate, develop and customize enhanced school safety services to be provided by the Center to the pilot sites. Participation in the pilot program is strictly <u>voluntary</u> and pilot sites will be required to sign a Memorandum of Understanding with the Center.

After completion of climate and student surveys, pilot sites will receive intensive technical assistance tailored to each site's needs by Center field staff. Schools must consent to participating in the pilot program for a <u>period of at least two (2) years beginning in January 2009 and ending May 2011</u>. The school safety technical assistance may consist of working with schools on the following components:

1. Convene Safe Communities ~ Safe Schools planning team,
2. Conduct school assessments (physical safety and climate),
3. Develop strategies and implement violence prevention programs,
4. Establish a social support team, and
5. Develop or improve school crisis plans.

Bill Ritter, Jr.
GOVERNOR

Peter A. Weir
EXECUTIVE DIRECTOR

Colorado State
Patrol

Colorado Bureau
of Investigation

Division of
Criminal Justice

Office of Preparedness,
Security, and Fire Safety

Colorado

School Safety Resource Center
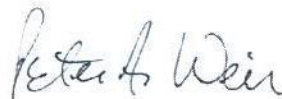
The Center's staff will work directly with a school's planning team to help the school gain an understanding of its specific violence prevention and safety needs, and ultimately develop a strategic plan to meet the identified needs. This process involves conducting a school safety assessment that focuses on the school's climate and safety planning. The school climate survey and preplanning checklist will be available online through a secure website. The school climate survey consists of a core set of questions on school climate, bullying, violence, and other problem behavior. The Center's research partners will help schools conduct surveys in the school during the second semester of the 2008-2009 school year. Schools will then be offered a comprehensive report based on responses to the surveys, including national comparisons where available, and recommendations to improve their school safety and violence prevention needs. Program implementation will occur in schools during the 2009-2010 school year. Following the program implementation to assess school climate improvements, the Center's research partners will help schools conduct a second climate survey during the spring of 2010.

We welcome your participation in this process and strongly encourage any interested school or school district to apply to be a pilot site. If your school and/or school district is interested in participating as a pilot site in the School Safety Pilot Program, you must complete the attached Notice of Interest Form and return it to the Center by Friday, September 26, 2008.

The form should be emailed to Ann Terry, Colorado Department of Public Safety (CDPS), at ann.terry@cdps.state.co.us. Questions regarding the School Safety Pilot Program can be directed to Jeanne Smith at 303-239-4451. Additional information about the Colorado School Safety Resource Center, its mission, advisory board, meeting schedule, and links to associated websites can be found on the Colorado Department of Public Safety's website (www.cdpsweb.state.co.us) and click on the School Safety Resource Center link. Schools will be notified of their selection as a pilot site by December 1, 2008.

If you are not able to participate as a pilot site at this time, then please continue to monitor our website for news and information of interest to all schools throughout Colorado. CDPS and the Center look forward to partnering with schools in an effort to foster positive learning environments across Colorado. Please feel free to contact me with questions.

Sincerely,

Peter A. Weir

Peter A. Weir
Executive Director
Colorado Department of Public Safety

Enclosure

Appendix E: Letter dated November 2, 2009

cdps

**COLORADO
DEPARTMENT
OF PUBLIC SAFETY**

School Safety Resource Center
Linda M. Kanan, Ph.D.
Director

700 Kipling St.
Suite 1000
Denver, CO 80215-5897
(303) 239-4435

November 2, 2009

Dear School Administrator:

We would like to introduce ourselves and offer our services to your school community. We are the newly created Colorado School Safety Resource Center (CSSRC) housed in the Colorado Department of Public Safety. We were established with Senate Bill 08-001 (C.R.S. Section 24-33.5-1801, et seq.) signed by Governor Ritter in May of 2008. The mission of the Colorado School Safety Resource Center is to collaboratively assist local schools and communities to create safe and positive school environments for Colorado students in all pre-K-12 and higher education schools. We are here to support safe and secure schools, positive school climates, and early intervention services to prevent crises.

We have been linking with other efforts across the state and working on a number of initiatives since our inception, including co-hosting regional Colorado Safe Schools trainings in Ft. Collins, Colorado Springs, and Grand Junction. Our next training will be in Denver Metro area on February 25-26, 2010. Keynote speakers include Bill Modzeleski from the U.S. Department of Education, Safe and Drug Free Schools, and Dr. Sameer Hinduja, Co-Director of the Cyberbullying Research Center at Florida Atlantic University, who will speak on the topic of Cyberbullying and Social Networking Issues with Youth. A save the date flyer is enclosed.

Currently, the CSSRC is providing consultation to evaluate and develop enhanced school safety services to several pilot sites in different areas of Colorado. Information, best practice strategies, and procedures developed from these pilot sites will be available to all schools statewide.

We invite you to visit our website (www.safeschools.state.co.us) which is a link to many varied resources that can support your school safety efforts. We suggest that you complete the Needs Assessment Survey on our website, so that we can better plan for training and consultation services in your area. You may join our Listserv and receive regular updates about various trainings and resources for your staff.

Our staff is available for consultation, questions, training, resources, and technical assistance you may need related to school safety issues. We are here to serve you and welcome the opportunity to speak with you.

Sincerely,

Linda M. Kanan, Ph.D.

Linda M. Kanan, Ph.D.
Director, Colorado School Safety Resource Center

Bill Ritter, Jr.
GOVERNOR

Peter A. Weir
EXECUTIVE DIRECTOR

Colorado State
Patrol

Colorado Bureau
of Investigation

Division of
Criminal Justice

Office of Preparedness and
Security

Division of Fire Safety

Colorado

School Safety Resource Center

Appendix F: CSSRC Information Brochure

Information and resources from the Colorado School Safety Resource Center are available to all schools and school officials. The CSSRC is providing consultation to evaluate and develop enhanced school safety services to pilot sites around the state.

Information, and best practice strategies and procedures developed from these pilot sites will then be made available to all schools statewide.

Colorado School Safety Resource Center

- Safe and secure learning environments
- Positive school climates
- Early intervention to prevent crisis situations

Colorado School Safety Resource Center

Colorado Department of Public Safety
700 Kipling Street, Suite 1000
Denver, Colorado 80215

Tel: (303) 239-4435
Fax: (303) 239-239-4510
E-mail:
schoolsafetycenter@cdps.state.co.us

Please visit our website:
www.safeschools.state.co.us

Colorado School Safety Resource Center

Colorado Department of Public Safety

**Supporting
Safe and Positive Schools
for Colorado**

- Consultation
- Resources
- Training
- Technical Assistance

Colorado School Safety Resource Center

The mission of the Colorado School Safety Resource Center (CSSRC) is to collaboratively assist local schools and communities to create safe and positive school environments for Colorado students in all pre-K-12 and higher education schools.

The CSSRC provides free consultation, resources, training, and technical assistance to foster safe and secure learning environments, positive school climates, and early intervention to prevent crisis situations.

The CSSRC supports schools and local agencies in their efforts to prevent, prepare for, respond to, and recover from all types of emergencies and crisis situations.

Cycle of Crisis Planning*
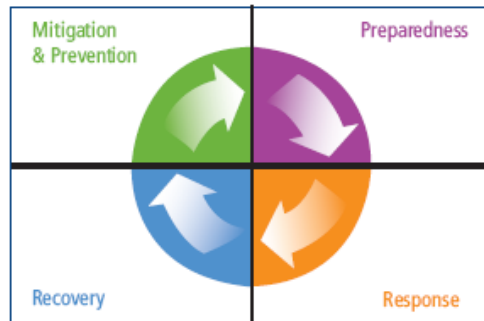
*The Office of Safe and Drug-Free Schools
U.S. Department of Education (January 2007)

Prevention/Mitigation Phase

- Develop Safe School Planning and Crisis Teams
- Assess School Safety Strengths & Needs
- Create a Safe School Climate
- Develop a Physically Safe & Secure Environment
- Enforce Fair & Consistent District Policies & Procedures
- Increase Violence Prevention Awareness
- Provide Anonymous Reporting
- Establish Interagency Information Sharing Agreements
- Provide Evidenced-Based Violence Prevention Programs & Strategies to Address Identified Needs
- Provide Comprehensive School Health & Psychological Services

Preparedness Phase

- Train Safe Schools Planning & Crisis Teams in NIMS
- Develop Interagency Multi-Hazard Plans
- Develop District & Site-Based Multi-Hazard Plans using ICS (Incident Command System)
- Develop District and Site-Based Standard Response & Recovery Plans & Procedures
- Develop Effective Communication Plans
- Provide Facilities Information to First Responders
- Obtain Emergency Equipment & Supplies
- Provide Training to Appropriate Staff for all 4 Phases
- Conduct Practice Drills, including Tabletops & Full Scale

Recovery Phase

- Plan and Train for Recovery in the Preparedness Phase
- Activate Crisis Recovery Team
- Restore the Physical Structure
- Assess & Monitor Emotional Impact & Ongoing Needs of Students and Staff
- Implement Psychological Recovery Plan
- Coordinate with Community Mental Health/Victims' Assistance
- Debrief & Complete After-Action Report
- Implement Plans for Anniversaries & Memorials
- Adjust Preparedness Plans and Responses as Indicated

Response/Intervention Phase

- Determine Standard Best Practice Interventions and Crisis Response Procedures in the Preparedness Phase
- Provide Multi-tiered Evidence-Based Interventions for Students At-Risk
- Implement Standard Best Practice Interventions and Crisis Response Procedures for all Types of School Crises
- Implement ICS Roles & Responsibilities as Needed
- Implement Effective Communication Plans
- Debrief During Response to Determine Additional Needs

Appendix G: Ten Years after Columbine: Highlights of School Safety Efforts in Colorado

10 Years after Columbine:
Highlights of School Safety Efforts in Colorado

In the ten years following the Columbine High School tragedy, Colorado school safety has improved, thanks to the efforts of school leaders and their community partners, a number of organizations and state and private agencies ranging from the Colorado General Assembly to private foundations, citizens, and others. Here's a chronology of some key milestones contributing to improved school safety for Colorado students and schools:

1999

The Colorado Trust, with other partners, funded the Center for the Study and Prevention of Violence at the University of Colorado at Boulder for a six-year initiative called "Safe Communities – Safe Schools" program (1999-2005)
- Provided funding for statewide safe school planning efforts, yearly conferences, and supported sixteen pilot sites across the state.
- The Center for the Study and Prevention of Violence continued extensive research begun in 1996 to identify proven prevention programs known as the "Blueprints." Blueprints, available online, provide examples of violence prevention programs known to be successful.

The Colorado Attorney General's Office began publishing the *Colorado School Violence Prevention and Student Discipline Manual.*
- The manual is updated yearly and is an important resource for teachers and school officials who need to know the legal tools available to address the security problems posed by students who engage in violent or disruptive behavior or who use, possess, or distribute alcohol, drugs or weapons on school grounds. The manual's most recent update is available online at www.ago.state.co.us/safe_communities

State begins work to improve emergency services communications by issuing a request for proposals for a digital trunked radio network statewide.

2000

Columbine Review Commission is appointed by Governor Bill Owens in January 2000.
- Purpose of the Commission was to conduct an independent review of the tragedy and make recommendations to prevent further tragedies in the future

Colorado General Assembly passes the Safe Schools Act (C.R.S. 22-32-109.1). Highlights, including subsequent amendments, include
- Each school district board of education required to:

- adopt a mission statement and safe school plan that makes safety a priority in each public school.
- include a uniform and consistently enforced written conduct and discipline code in the safe schools plan.
- adopt a policy requiring school principals to report annually specified information concerning the learning environment in the school. These reports are submitted to the Department of Education.
- enter into agreements with law enforcement officials, the juvenile justice system, and social services to help maintain a safe school environment.
- have a written crisis management policy and procedures, and employee crisis management training
- adopt a policy requiring annual school building inspections for removal of barriers to safety
- adopt a policy to share and release information in accordance with state and federal guidelines related to a student in the interest of making schools safer
- adopt a policy to allow reasonable access of parents and board members to observe activities at a school with notice to administrative office
- adopt a policy for screening licensed and non-licensed employees
- establish a school response framework in compliance with the National Incident Management System – a model framework for responding to critical events
- adopt a policy for bullying prevention and education
- Provides for immunity of school boards, teachers or others acting in good faith to comply with conduct and discipline codes

The State Board of Education added compliance with the Safe School Act to the "Rules for the Administration of School District Accreditation."

Colorado General Assembly passes Exchange of Information Related to Children – (HB 00-1119)
- Allows for information sharing between state agencies and schools when there is a need to know to better serve children or to protect school safety.
- The Colorado Attorney General's office oversaw the HB-1119 Task Force, composed of representatives from school districts and state education-related agencies and organizations, law enforcement, district attorneys, social services and mental health organizations. Guidelines for negotiating information sharing agreements also are available online at www.ago.state.co.us/safe_communities Attorneys from the AG's office provide training and advice to the local agencies mentioned above.

The Colorado Trust, Colorado Attorney General Ken Salazar, The Center for the Study and Prevention of Violence at the University of Colorado at Boulder, Coca Cola, Big Horn Center, Channel 9 News, and the Denver Post launch the Colorado Anti-Bullying Campaign (2000-2002).

2

- Effort included a kick-off event for the campaign, website, hotline, resources to raise awareness and provide assistance for bullying and harassment in schools.

Attorney General Ken Salazar and Professor Delbert Elliott from Center for the Study and Prevention of Violence at the Colorado University at Boulder toured 64 counties across the state and met with school and communities leaders and students to discuss school safety issues and provide individual guidance.

Colorado Department of Public Health and Environment created the Office of Suicide Prevention. Colorado's suicide rate ranked high among states; the office focused initial work on youth suicide prevention statewide.

Safe Communities-Safe Schools Conference, Boulder, May 2000
- Provided safe school information from experts to Colorado Schools

2001

Columbine Review Commission Report Issued, May 2001
- Ten recommendations were made
- Report is accessible at http://www.state.co.us/columbine/Columbine_20Report_WEB.pdf

The Colorado Association of School Resource Officers (CASRO) hosted the U. S. Secret Service research staff at their annual summer training conference
- The findings from their landmark study of school shooters and forthcoming threat assessment model recommendations were shared.

First phase of statewide digital trunked radio system launched.

2002

The Colorado Department of Education launched the Positive Behavior Support statewide initiative that creates positive school-wide climates for safe and civil learning environments. Colorado now has the third largest number of schools involved in such a statewide initiative, with more than 500 schools implementing this framework.

Safe Communities-Safe Schools Conference, Broomfield, May 2002
- Provided safe school information from experts to Colorado Schools

3

2003

Colorado Department of Public Health and Environment and The Colorado Trust develop and released the state's suicide prevention strategic plan.

Safe Communities-Safe Schools Conference, Broomfield, May, 2003
- Provided safe school information from experts to Colorado Schools

2004

Safe 2 Tell Reporting Hotline and Awareness Campaign was launched.
- Provides a safe and anonymous way to report concerns of safety, focusing on awareness and early intervention
- Safe2Tell is a 501c3 agency made possible by grants and funding from the Colorado Trust, the Daniels' Fund, El Pomar Foundation, corporations and private donors, with a multi-agency advisory board. Executive Director is Special Agent Susan Payne.
- Trained Colorado State Patrol emergency communications staff handle calls 24/7 and determine what action needs to be taken to help students, parents and school faculty facing a threat. Hundreds of planned acts of violence are averted.
- Has provided over 1,250 targeted presentations to students, school staff, community groups, law enforcement and others statewide since 2004.

2005

The Colorado Trust initiated a three-year, $9 million grant program to fund evidence- and school-based bullying prevention efforts. Forty-five grantees estimate they reached 50,000 young people in 40 Colorado counties during the 2005 – 2008 project period.

Safe Communities-Safe Schools Conference, Westminster, April 2005
- Provided safe school information from experts to Colorado Schools

Full mutual aid capability created between state digital trunked radio system and Denver.

2006

Five Colorado areas (the counties of Pueblo, Mesa, Larimer, Weld and El Paso and the University of Colorado at Boulder) trained in suicide awareness and intervention strategies by the state health department's Office of Suicide Prevention.

The Colorado Department of Education hosted regional trainings for local school districts and community partners regarding Homeland Security-related planning and resources. By this time, 100% of Colorado school districts were determined to be in compliance with the Safe School Act's policy requirement regarding written emergency response plans.

Blueprints for Violence Prevention Conference, Denver, March, 2006

- Provided information to practitioners and policy makers about research-based ways to improve school climate and prevent violence based on the Blueprints Model and Promising programs.

An armed, outside invader assaulted students and a teacher at Platte Canyon High School in Bailey, Colorado. The recently constructed school includes design features incorporated by the architect as a result of the Columbine experience. Sheriff Fred Wegener's deputies and members of the Jefferson County SWAT team employed lessons learned from Columbine to respond to the incident. The Colorado Bureau of Investigation led the investigation, and the Colorado State Patrol assisted. September 2006.

2007

At the request of President George Bush, U.S. Secretary of Health and Human Services Mike Leavitt and Gov. Bill Ritter convened a discussion group of two dozen Colorado school safety leaders in Denver following the Virginia Tech shootings to study broad mental health issues as they relate to Columbine and other acts of school violence. Colorado experts contribute to the formation of national policy on school safety. Gov. Ritter requested additional steps to be taken by the Colorado Department of Public Safety to advance school safety efforts in Colorado. April 2007. CDPS proposed creation of School Safety Resource Center.

Colorado General Assembly passed bill supporting Safe2Tell Program (SB 07-197)
- Ensured anonymity of persons reporting to the hotline and confidentiality of Safe2Tell records

The Colorado Attorney General's Office hosted SAFE SCHOOLS: The Next Generation Conference in April, 2007.
- Speakers provided information about a variety of topics related to keeping schools safe from violence.   Colorado's new School Safety Resource Center has assumed the hosting of similar meetings with support from the Colorado Attorney General's Office.

2008

Blueprints for Violence Prevention Conference, Denver, March, 2008
- Provided information to practitioners and policy makers about research-based ways to improve school climate and prevent violence based on the Blueprints Model and Promising programs.

Governor Ritter identified school safety as a top legislative priority for his 2008 legislative agenda. He subsequently signed the first bill passed during the 2008 legislative session creating Colorado's State School Safety Resource Center - C.R.S. 24-33.5-1801 (SB 08-001)
- A state school safety resource center was established in the Department of Public Safety to assist schools in preventing, preparing for, responding to, and recovering from emergencies and crisis situations and to foster positive learning environments. It includes the identification of pilot sites to receive enhanced school safety services.
- This legislation created the Center's advisory council, composed of representatives from five other state agencies, higher education, and school districts.
- Additional legislation amended the School Safety Resource Center pilot site projects to include funds to support pilot schools to provide school mapping information to first responders in case of an emergency (HB 08-1267).

Legislation passed to amend the Safe Schools Act to require all districts and the Charter School Institute (CSI) to adopt the tenets of the National Response Framework (NRF), including the National Incident Management System (NIMS) and the Incident Command System (ICS) - C.R.S. 22-32-109.1 (SB-08-181)
- All districts and the CSI must establish a date by July 1, 2009 for when they expect to be in compliance with NIMS.

Approximately 13,500 first responders and managers have been trained during the past four years in National Incident Management System classes.

Department of Public Health and Environment sponsored "Bridging the Divide: Suicide Awareness and Prevention" summit at Regis University, May 2008.

2009

Governor Bill Ritter, Jr., is expected to deliver a personal message to participants attending a regional school safety conference in Colorado Springs on April 15, 2009. For more information: www.safeschools.state.co.us

Tenth anniversary of the Columbine shootings, April 20, 2009.

The Colorado Trust, Mental Health America of Colorado, and the Office of Suicide Prevention in the state health department plan to release an updated suicide prevention strategy and report in May 2009.

More than 850 Colorado emergency service agencies, including local, county, state and military agencies, now linked through the state digital trunked radio system. More than 46,500 radios now linked together, vastly improving communications among emergency service agencies.

Office of suicide Prevention plans to hold its second "Bridging the Divide: Suicide Awareness and Prevention" summit at Regis University in May 2009.

Highlights of Past and Continuing Bullying Prevention Efforts

2000-2005

- Spring 2001: The Colorado General Assembly amended the Safe School Act to require school districts to have a policy addressing the education and prevention of bullying.

    o Summer, 2001: The Colorado Association of School Boards issued a model policy to member school districts regarding compliance with the amended Safe School Act.

    o Sept. 2001: The Colorado Department of Education provided a technical assistance packet to all school districts regarding bullying prevention best practices.

- Oct. 24, 2001: The Colorado Anti-Bullying Campaign was launched by the Colorado Trust, Colorado Attorney General Ken Salazar, The Center for the Study and Prevention of Violence at the University of Colorado-Boulder, Coca Cola, Big Horn Center, Channel 9 News, and the Denver Post.

    o Effort included a kick-off event for the campaign, website, hotline, PSAs and other resources to raise awareness and provide assistance for bullying and harassment in schools.

- 2002 – 2003 – The Colorado Department of Education confirmed that 100% of the school districts complied with the bullying prevention amendment to the Safe Schools Act.

- 2003 forward – Numerous statewide safe school trainings, conferences, and websites include bullying prevention-related resources and ongoing research-related information for best practices.

Compiled by:

Colorado

School Safety Resource Center

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April 8, 2009

Appendix H: Review of Major Recommendations of the Columbine Review Committee, CSSRC Advisory Board, March 2009

Report of the Governor's Columbine Review Commission - May, 2001
Colorado School Safety Resource Center - Review of Major Recommendations
March, 2009

1. Crisis Response Actions
   a. Law enforcement training should include emphasis on stopping an ongoing assault.
   b. Train S.R.O.s in skills of rapid emergency deployment and provide needed weapons and protective equipment.
   c. Intra and inter-agency training to include preparation for large scale emergencies.
   d. Law enforcement command training in ICS.

2. Communications
   a. Law enforcement communication systems should plan for crisis communication with other agencies with whom they may interface during a crisis.
   b. School districts should facilitate radio communication from inside of school to outside receivers.
   c. To promote interoperability of communications among agencies responding during an emergency, continue Colorado's development of a single statewide digital trunked communication system.

3. Advanced Planning
   a. County officials should prepare and keep current major critical emergency response plans including large scale crises, including those arising at local schools, to include:
      i. Assessment of public and community response resources;
      ii. Location and availability of needed resources;
      iii. Officers in charge of command posts and crime scene processing pre-established;
      iv. Procedures for evacuation of injured;
      v. Designation of medical facilities for transportation of injured;
      vi. Assignment of responsibility for extinguishing fires and disposing of explosive devices.
   b. Interagency planning, training and disaster response rehearsals should occur based upon the county plan.
   c. Every school in Colorado shall have an emergency response plan tailored to the particular safety concerns at that school.
      i. Plans should be made with soliciting advice from law enforcement and rescue agency personnel.
      ii. Plans should take into account the needs of students, staff, administrators, clerical workers, nurses, bus drivers, cafeteria workers, custodians and all school employees.
   d. Emergency kits for each school are recommended, and should include:
      i. School floor plans with exit routes clearly marked;

      ii. Procedures to shut off alarms, sprinkler systems and utilities in the building;

      iii. Current school rosters;

      iv. Important phone numbers.

   e. District officials should review each school crisis plan to ensure that it is appropriate for that school.

   f. School based training and preparedness rehearsals should occur and key members of school emergency response team should be trained to know their role.

   g. Crisis drills at schools should occur at least once each year and preferably once each school term. Police and rescue agency personnel should help to prepare those scenarios in which they would likely be involved.

4. Interaction with the Media

   a. Each response agency should designate a public information officer of command rank.

   b. The Incident Commander should designate a principal P.I.O. if multiple agency response into a unified P.I.O.

   c. Police, fire and rescue, hospitals and victim support agencies should prepare to cope with media attention in their planning process.

   d. Consultation with the media in preparation plans is encouraged.

5. School Resource Officers should be:

   a. Uniformed when assigned to schools;

   b. Trained for rapid deployment tactics like other first responders;

   c. Provided with needed information from school administrators about students of concern, unless information is privileged by law

   d. Provided with information by police command staff relevant to school safety, including information about student criminal conduct.

6. Detection of Potential Perpetrators

   a. Schools should work with students, staff and parents to break the "code of silence".

   b. Schools should make it clear that all threats of violence are inappropriate, even as jokes, and must be reported. Threats will be taken seriously, may have consequences, and will be evaluated.

   c. Schools are encouraged to have a mechanism for anonymous reports, like a tipline. The statewide hotline number in development by the Attorney General's office was endorsed. Students should learn of the hotline and be taught the importance of reports to their safety.

   d. School should adopt one or more effective bullying prevention programs.

   e. Schools should have clear and equably enforced code of behavior.

   f. Work to create a supportive atmosphere in schools.

   g. Statewide task force should be created to develop model threat assessment plans, standards, and training programs.

   h. Every middle and high school should have a trained threat assessment team to evaluate all threats reported by students, staff, parents, or law enforcement. Teams

should include persons who know the students and culture of the school. Teams were recommended to include staff like vice-principals, counselors, and a trained mental health professional, like a school psychologist and someone with background in law enforcement. Threat assessment teams should be trained in threat assessment, suicide prevention, and the law relating to student confidentiality. Records should be maintained about threats and crime incidents at school.

    i. Schools should adopt effective violence prevention programs, including in-school and community-based programs where students and families can be referred.

    j. Agencies need to share full and timely information on juveniles and should be familiar with the Colorado juvenile information exchange laws.

    k. Additional security devices, such as universal metal detectors or video surveillance cameras or other security equipment were not recommended as a means to violence prevention.

7. Medical Treatment Recommendations

    a. Facilities should consider the advisability and feasibility of a system among hospitals and critical care units to divert patients from one trauma center to another in a major emergency.

    b. EMTs should be on SWAT teams to provide medical help when SWAT team arrives, or SWAT team members should have emergency medical training.

8. Reuniting Attack Victims with Families

    a. Reunification plan should include a command center for emergencies with many victims for with a victim advocate for accurate information and support for families.

    b. Provisions for staff support and stress debriefing should be a part of each agency's planning for a major crisis.

    c. Families should be assigned victims advocates near where they live.

9. Identification of Victim's Bodies & Access to Bodies

    a. Procedures should be relaxed to accommodate the immediate emotional needs of families.

10. Suicide Prevention Recommendations

    a. Suicide is an observable phenomenon in the aftermath of such tragedies.

    b. Programs should be developed to discuss the subject of suicide with students before it occurs.

    c. Faculty and staff need to be trained on the warning signs and proper responses when the signs are observed.

Appendix I: CSSRC Needs Survey

Supporting Safe and Positive Schools for Colorado

The Colorado School Safety Resource Center (CSSRC) was established through legislation in 2008 (C.R.S. 24-33.5-1801, et seq.). The Center will support all Colorado schools, prek-12 and higher education, to provide safe and secure learning environments, positive school climates, and early intervention services for youth. The Center's mission is to provide schools with consultation, resources, training, and technical assistance to prevent, prepare for, respond to, and recover from all types of emergencies and crisis situations. In some cases the Center may refer schools to other partners, agencies and organizations for services.

The CSSRC staff is requesting your input in the development of the Center, to help focus initial efforts to meet the various needs of Colorado schools and others integral to the support of safe and positive learning environments. Please respond to the survey below to help direct our start up goals.

Please check our website at http://www.safeschools.state.co.us for current information about the Center.

1. Please indicate your position:

____ Superintendent/District Administrator
____ School Administrator
____ School Board Member
____ School Counselor, Psychologist, Social Worker
____ School/District Safety & Security Staff
____ School Resource Officer (SRO)
____ Teacher
____ Other Educational Personnel

____ Law Enforcement Personnel (not SRO)
____ Fire Department Personnel
____ Community Mental Health Personnel
____ Community-Based Prevention Personnel
____ Human Services Personnel
____ Attorney/Courts
____ PTA/Parents
____ Other (please specify): _____

2. What region in Colorado do you serve in your current position?

____ Denver/Metro Area
____ North Central
____ Northwest
____Northeast

____ Pikes Peak
____ Southeast
____ Southwest
____ West Central

3. If you are associated with a school, what school level do you serve (mark all that apply)?

____ Early Childhood
____ Elementary School
____ Middle School
____ High School

____ College/University
____ Other (please specify):_____
____ N/A

4. If you are associated with a school, in what type of area is your school or school district located?

____ Denver-Metro
____ Urban
____ Suburban
____ Outlying City

____ Outlying Town
____ Rural
____ N/A

5. If you are associated with a school, indicate the number of students in your school and district.

School
____ Above 1000
____ 501-1,000
____ 251-500
____ 0-250
____ N/A

District
____ More than 25,000
____ 6,001-25,000
____ 1,201-6,000
____ 601-1,200
____ 301-601
____ Less than 300
____ N/A

For each question below please prioritize the responses using a scale from 1-5, where 1 is your highest priority and 5 is not a priority at all.

6. **Please prioritize the problem behaviors of students for which you need assistance:**

	High				Low
	1	**2**	**3**	**4**	**5**
a) Disruptive, defiant behavior	❑	❑	❑	❑	❑
b) Alcohol and other drug use	❑	❑	❑	❑	❑
c) Truancy concerns	❑	❑	❑	❑	❑
d) Bullying and harassment (including cyber bullying)	❑	❑	❑	❑	❑
e) Violence and aggression	❑	❑	❑	❑	❑
f) Teen dating violence	❑	❑	❑	❑	❑
g) Gangs	❑	❑	❑	❑	❑
h) Weapons on campus	❑	❑	❑	❑	❑
i) Child abuse/neglect	❑	❑	❑	❑	❑
j) Mental health needs (excluding youth suicide)	❑	❑	❑	❑	❑
k) Youth Suicide Risk	❑	❑	❑	❑	❑
l) Other (please specify_____)	❑	❑	❑	❑	❑

7. **Please prioritize your needs for strategies and programs to address the problem behaviors of students:**

	High				Low
	1	**2**	**3**	**4**	**5**
a) Classroom management strategies	❑	❑	❑	❑	❑
b) Alternatives to suspension/expulsion	❑	❑	❑	❑	❑
c) Effective drug and alcohol prevention programming	❑	❑	❑	❑	❑
d) Effective truancy prevention strategies	❑	❑	❑	❑	❑
e) Effective bullying prevention programming	❑	❑	❑	❑	❑
f) Effective violence prevention programming	❑	❑	❑	❑	❑
g) Effective gang prevention programs and intervention strategies	❑	❑	❑	❑	❑
h) Effective mental health services	❑	❑	❑	❑	❑
i) Effective suicide prevention and intervention services	❑	❑	❑	❑	❑
j) Effective multi-tiered interventions for students at-risk	❑	❑	❑	❑	❑
k) Other (please specify_____)	❑	❑	❑	❑	❑

8. **Please prioritize your needs for assistance with other prevention efforts, where 1 is your highest priority:**

	High				Low
	1	**2**	**3**	**4**	**5**
a) Assistance developing safe school planning team	❑	❑	❑	❑	❑
b) Assistance developing crisis response team	❑	❑	❑	❑	❑
c) Assistance developing crisis recovery team	❑	❑	❑	❑	❑
d) Assistance developing fair and consistent policies and procedures	❑	❑	❑	❑	❑
e) Assistance increasing violence prevention awareness	❑	❑	❑	❑	❑
f) Assistance providing anonymous reporting (bullying, violence, etc.)	❑	❑	❑	❑	❑
g) Assistance establishing information sharing agreements	❑	❑	❑	❑	❑
h) Assistance with comprehensive school health and psychological services	❑	❑	❑	❑	❑
i) Other (please specify_____)	❑	❑	❑	❑	❑

9. **Please prioritize your needs for conducting assessments and strategic planning:**

	High				Low
	1	**2**	**3**	**4**	**5**
a) Conduct school building & campus physical safety assessments	❑	❑	❑	❑	❑
b) Conduct school climate & safe environment assessments	❑	❑	❑	❑	❑
c) Assessing needs through existing data (discipline records, etc)	❑	❑	❑	❑	❑
d) Assessing needs through prevalence surveys (including hotspots surveys)	❑	❑	❑	❑	❑

	High				Low
	1	**2**	**3**	**4**	**5**
e) Using best practices to address needs based on data	❑	❑	❑	❑	❑
f) Technical assistance to conduct school building & campus physical safety assessments	❑	❑	❑	❑	❑
g) Technical assistance to conduct school climate & safe environment surveys	❑	❑	❑	❑	❑
h) Other (please specify_____)	❑	❑	❑	❑	❑

10. Please prioritize your needs for implementing safety and preparedness plans:

	High				Low
	1	**2**	**3**	**4**	**5**
a) Assistance to develop interagency multi-hazard plans	❑	❑	❑	❑	❑
b) Assistance to develop National Incident Management System (NIMS) compliant plans	❑	❑	❑	❑	❑
c) Review of current plans	❑	❑	❑	❑	❑
d) Providing facilities information to first responders	❑	❑	❑	❑	❑
e) Assistance with multi-agency coordination of preparedness plans	❑	❑	❑	❑	❑
f) Assistance with emergency communication plans for schools, students, staff, parents, first responders and the media	❑	❑	❑	❑	❑
g) Assistance with drills, including tabletop and full scale exercises	❑	❑	❑	❑	❑
h) Assistance with evacuation plans	❑	❑	❑	❑	❑
i) Assistance with recovery planning	❑	❑	❑	❑	❑
j) Assistance with appropriate emergency equipment and supplies	❑	❑	❑	❑	❑
k) Other (please specify_____)	❑	❑	❑	❑	❑

11. Please prioritize your needs for establishing best practice strategies and procedures to respond to emergencies and crises:

	High				Low
	1	**2**	**3**	**4**	**5**
a) Use of National Incident Management System (NIMS)/Introduction to the Incident Command System (ICS) principles for school district response	❑	❑	❑	❑	❑
b) Use of National Incident Management System (NIMS)/Introduction to the Incident Command System (ICS) principles for school crisis team response	❑	❑	❑	❑	❑
c) Emergency response training for staff	❑	❑	❑	❑	❑
d) Emergency response training for students, parents & community	❑	❑	❑	❑	❑
e) Procedures for lockdowns	❑	❑	❑	❑	❑
f) Procedures for evacuations	❑	❑	❑	❑	❑
g) Procedures for shelter-in-place	❑	❑	❑	❑	❑
h) Procedures for intruders	❑	❑	❑	❑	❑
i) Procedures for hostage situations	❑	❑	❑	❑	❑
j) Procedures for responding to bomb threats	❑	❑	❑	❑	❑
k) Procedures for responding to weapons on campus	❑	❑	❑	❑	❑
l) Procedures for responding to suicide threats	❑	❑	❑	❑	❑
m) Procedures for mental health (excluding suicide) emergencies	❑	❑	❑	❑	❑
n) Procedures for responding to death of student or staff	❑	❑	❑	❑	❑
o) Procedures for student threat assessment	❑	❑	❑	❑	❑
p) Procedures for family reunification plans after evacuation or lockdown	❑	❑	❑	❑	❑
q) Strategies for working with the media	❑	❑	❑	❑	❑
r) Strategies for communication during a crisis	❑	❑	❑	❑	❑
s) Strategies for recovery efforts after a crises	❑	❑	❑	❑	❑
t) Other (please specify_____)	❑	❑	❑	❑	❑

12. Please prioritize your needs for safe school information and resources:

	High				**Low**
	1	**2**	**3**	**4**	**5**
a) Safety and preparedness planning for schools	❏	❏	❏	❏	❏
b) Sample multi-hazard school preparedness plans	❏	❏	❏	❏	❏
c) Sample school crisis response plans	❏	❏	❏	❏	❏
d) Response protocols and best practice information	❏	❏	❏	❏	❏
e) Training for vulnerability/risk physical safety assessments	❏	❏	❏	❏	❏
f) Evidence-based prevention efforts	❏	❏	❏	❏	❏
g) Evidence-based intervention practices	❏	❏	❏	❏	❏
h) Grant information for funding of safe school efforts	❏	❏	❏	❏	❏
i) Training on implementing information sharing agreements	❏	❏	❏	❏	❏
j) Other (please specify_____)	❏	❏	❏	❏	❏

13. Please provide any additional comments or suggestions:

_____

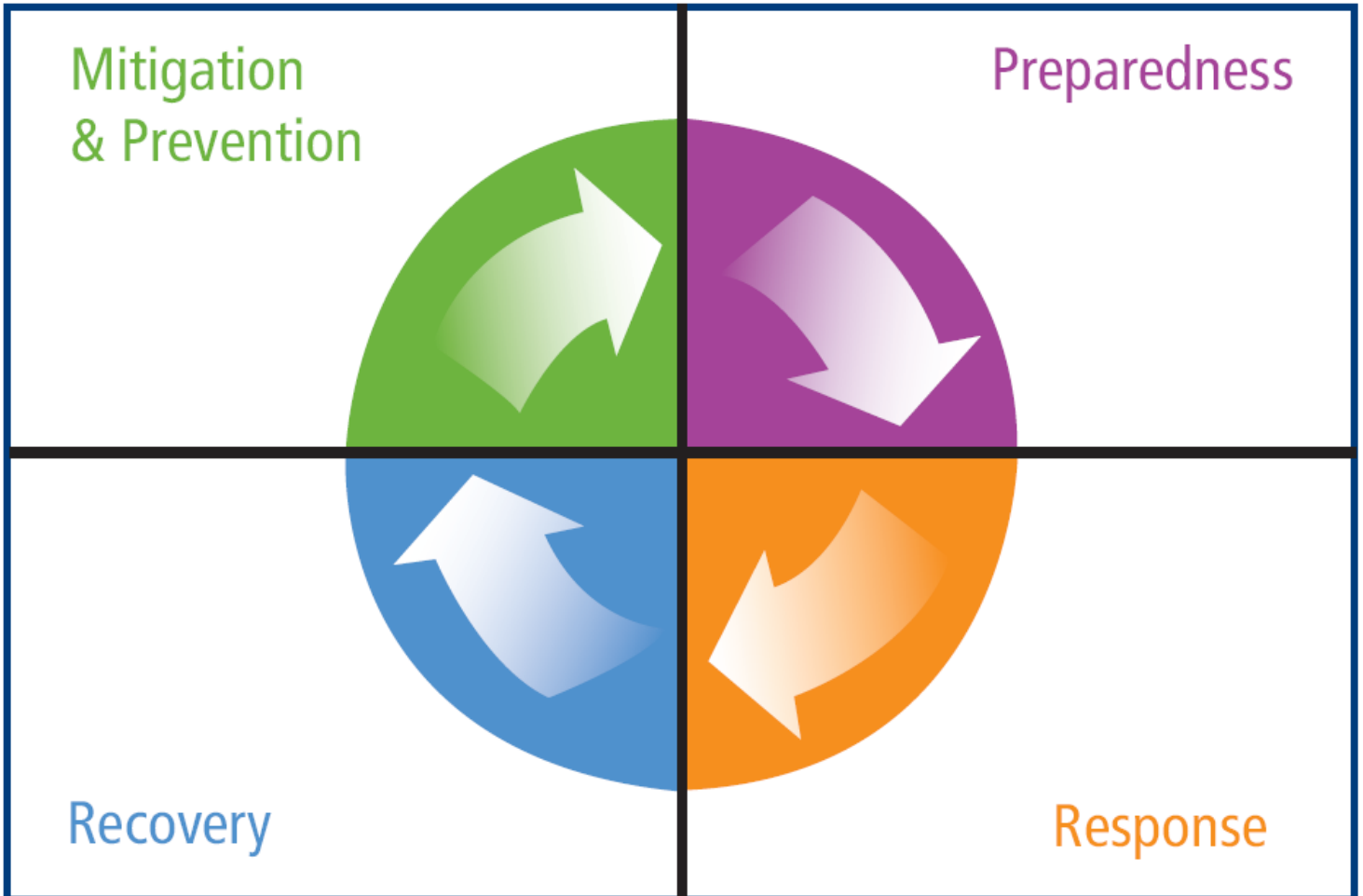_____

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Thank you for completing the survey!

Appendix J: U.S. Department of Education, Office of Safe and Drug-Free Schools, Cycle of Crisis Planning

Cycle of Crisis Planning*

Appendix K: Pilot Site Model

Colorado School Safety Resource Center
Four Phase Pilot Model Components

Prevention/Mitigation Phase • Develop Safe School Planning and Crisis Teams • Assess School Safety Strengths & Needs • Create a Safe School Climate • Develop a Physically Safe & Secure Environment • Enforce Fair & Consistent District Policies & Procedures • Increase Violence Prevention Awareness • Provide Anonymous Reporting for Students, Staff, Parents and the Community • Establish Interagency Information Sharing Agreements • Provide Evidenced-Based Violence Prevention Programs & Strategies to Address Identified Needs • Provide Comprehensive School Health & Psychological Services	**Preparedness Phase** • Train Safe Schools Planning & Crisis Teams in NIMS • Develop Interagency Multi-Hazard Plans • Develop District & Site-Based Multi-Hazard Plans using ICS (Incident Command System) • Develop District and Site-Based Standard Response & Recovery Plans & Procedures • Develop Effective Communication Plans • Provide Facilities Information to First Responders • Obtain Emergency Equipment & Supplies • Provide Training to Appropriate Staff for all 4 Phases • Conduct Practice Drills, including Tabletops & Full Scale
Recovery Phase • Plan and Train for Recovery in the Preparedness Phase • Activate Crisis Recovery Team • Restore the Physical Structure • Assess & Monitor Emotional Impact & Ongoing Needs of Students and Staff • Implement Psychological Recovery Plan • Coordinate with Community Mental Health/Victims' Assistance • Debrief & Complete After-Action Report • Implement Plans for Anniversaries & Memorials • Adjust Preparedness Plans and Responses as Indicated	**Response/Intervention Phase** • Determine Standard Best Practice Interventions and Crisis Response Procedures in the Preparedness Phase • Provide Multi-tiered Evidence-Based Interventions for Students At-Risk • Implement Standard Best Practice Interventions and Crisis Response Procedures for all Types of School Crises • Implement ICS Roles & Responsibilities as Needed • Implement Effective Communication Plans • Debrief During Response to Determine Additional Needs

Appendix L: Colorado Safe Schools Visit Checklist

Colorado Safe Schools Site Visit Checklist

As part of the Colorado School Safety Center Pilot Site Project, we are asking that your school complete this at the start of the project and again at regular intervals to assess safe school preparedness and progress in the four phases of crisis planning. Please return this Checklist to the Colorado School Safety Resource Center and a copy to the Center for the Study and Prevention of Violence by 10/31/09.

School District: _____ School Name: _____

School Type: ☐ Elementary ☐ Middle ☐ High ☐ Other: _____

Grades in school: _____

Contact Person: Name: _____ Phone: _____

(Site Coordinator of Project) Mailing Address:_____

 Email: _____

Safe School Planning Teams			
	No	**Yes**	**In Progress**
1. Do you have any of the following teams at your school or district?			
District Crisis Planning Team ……………………………………………....			
Safe School Planning Team (at your school)………………………………..			
District Crisis Response Team (ICS)………………………………………...			
School Crisis Response Team (ICS) (at your school)………………………..			
Recovery Team…………………………………………………………….			
Early Intervention Team……………………………………………………			
School Climate Team or PBS Team……………………………………….…			
Risk/Threat Assessment Team…………………………………………….…			
Other (please specify_____)			
2. Do your teams include members from any other agencies such as law enforcement, the fire department, health and human services? (Mark all that Apply)			
District Crisis Planning Team ……………………………………………....			
Safe School Planning Team (at your school)………………………………..			
District Crisis Response Team (ICS)………………………………………...			
School Crisis Response Team (ICS) (at your school)………………………..			
Recovery Team……………………………………………………………...			
Early Intervention Team……………………………………………………			
School Climate Team or PBS Team……………………………………….…			
Risk/Threat Assessment Team…………………………………………….…			
Other (please specify_____)			
3. Do your teams include members from the community, parents and students (if appropriate)?			
Prevention Phase			
	No	**Yes**	**In Progress**
4. Will you conduct any of the following assessments during this school year?			
Student School Climate Survey (VOLT, SPARK, Healthy Kids, etc.) (please specify which ones_____			
Teacher/Staff/Administrator School Climate Survey…………………….…...			
Parent School Climate Survey…………………………………………….…..			
Drug and Alcohol Survey…………………………………………………....			
Risk/Vulnerability Assessment……………………………………………....			
Physical Safety and Security Assessment…………………………………….			
Resource Mapping……………………………………………………….…....			
Other (please specify_____)			

	No	Yes	In Progress
5. Do you have district policies on the following topics?			
Bullying/Harassment (including Cyberbullying)……………………… …..			
Violent and Aggressive Behavior…………………………………....			
Alcohol and Other Drug Use…………………………………………..			
Suicide Prevention……………………………………………………..			
Threat Assessment…………………………………………………….			
Truancy…………………………………………………………………			
Technology/Internet/Electronic Media Use……………………………			
Information Sharing……………………………………………………..			
Safe Schools…………………………………………………………			
6. Have you trained students/parents/community on violence prevention awareness?			
7. Have you trained staff on awareness in the following areas:			
Child Abuse……………………………………………………………..			
Depression……………………………………………………………....			
Suicide…………………………………………………………………..			
Violence Prevention……………………………………………………			
Other (please specify_____)			
8. Do you promote, publicize and train about an anonymous reporting system?			
Safe2Tell………………………………………………………………..			
Other (please specify_____)			
9. Do you have written interagency information sharing agreements with any of the following agencies?			
Law Enforcement………………………………………………………			
Fire Department………………………………………………………..			
Emergency Management System……………………………………………			
Department of Human Services………………………………………………			
Community Mental Health Agencies……………………………………………			
Other (please specify_____)			
10. Do you share school safety or student risk information with other agencies through meetings or other practices?			
11. List any violence prevention programs you are currently implementing (i.e. bullying prevention; PBS; conflict resolution, etc.)? Name of Program_____ Program Start Date_____ Number of sessions/class periods_____ Length of time_____ Target age groups_____ Name of Program_____ Program Start Date_____ Number of sessions/class periods_____ Length of time_____ Target age groups_____ Name of Program_____ Program Start Date_____ Number of sessions/class periods_____ Length of time_____ Target age groups_____ Name of Program_____ Program Start Date_____ Number of sessions/class periods_____ Length of time_____ Target age groups_____			

12. List any <u>other problem behavior prevention/intervention</u> programs you are currently implementing?

    Name of Program_____
    Program Start Date_____
    Number of sessions/class periods_____
    Length of time_____
    Target age groups_____

    Name of Program_____
    Program Start Date_____
    Number of sessions/class periods_____
    Length of time_____
    Target age groups_____

    Name of Program_____
    Program Start Date_____
    Number of sessions/class periods_____
    Length of time_____
    Target age groups_____

	No	Yes	In Progress
13. Do you have any of the following comprehensive school health and psychological services:			
Health Education……………………………………………………………			
School Nurses……………………………………………………………			
School Counselors……………………………………………………….			
School Social Workers…………………………………………………..			
Psychologists……………………………………………………………			
Drug and Alcohol Services……………………………………………..			
Community Mental Health Services……………………………………..			
Other (please specify_____)			

Preparedness Phase

	No	Yes	In Progress
14. Have your Planning and Crisis Teams been trained in any of the following NIMS courses?			
E 362 Multi-Hazard Emergency Training for Schools (suggested for those developing the plan)……………………………………………………....			
ICS 100SCa for schools (suggested for all those executing the plan)………..			
Other (please specify_____)			
15. Has your school board formally adopted the National Response Framework (NRF)?			
16. Please indicate the date that your district has provided to CDE for NIMS compliance: _____			
17. If you have a multi-disciplinary crisis team, is it:			
Organized according to ICS……………………………………………			
Responsible for developing the plan…………………………………..			
Trained to implement the plan…………………………………………			
16. Does your plan have any of the following components?			
Safe School Violence Prevention Plan…………………………………..			
Interagency Multi-hazard Preparedness Plan using ICS………………………			
Pandemic Plan……………………………………………………………			
Evacuation Plan…………………………………………………………			
Parent Reunification Plan………………………………………………..			
District Level Crisis Response Plan using ICS……………………………….			
School Crisis Response Plan using ICS…….……………………………			
Communications Plan……………………………………………………			
Designated operational locations (i.e. command post, media staging, etc)….			
Recovery Plan………..………………………………………………….			

	No	**Yes**	**In Progress**
17. Does your Multi-hazard Preparedness Plan include a Memoranda of Understanding with any of the following community partners?			
Law Enforcement Partners…………………………………………………………			
Fire Department Partners…………………………………………………….			
Hospital/EMS Partners………………………………………………………..			
Mental Health Partners…………………………………………………………			
Red Cross…………………………………………………………………..			
Other (please specify_____)			
18. Has your school/district provided an of the following facility site information to your first responders?			
School photos taken by the school…………………………………………….			
School maps through an outside vender (please specify_____)			
School mapping provided online to emergency responders ……………………..			
19. Do you have standard emergency equipment and supplies? Inventory last updated: _____			
20. Have you provided training to the appropriate people for each of the following phases:			
Violence prevention and awareness training……………………………….			
Preparedness Training………………………………………………………..			
Crisis Response Training……………………………………………………..			
Crisis Recovery Training……………………………………………………..			

21. Have you conducted any of the following drills and exercises? Please mark the number of times in the following boxes:	**Drill**	**Table Top**	**Full Scale Exercise**
ICS based Exercise………………………………………………………..			
Lockdown………………………………………………………………..			
Active Shooter…………………………………………………………..			
Shelter in place………..………………………………………………….			
Secure perimeter…………………………………………………………..			

	No	**Yes**	**In Progress**
22. Do you conduct written evaluations following each of the drills and exercises?			

Response Phase

	No	**Yes**	**In Progress**
23. Do you have written response guidelines for emergencies and other school crisis situations?			
24. Have you trained all school staff about response guidelines?			
25. Has your staff been trained in their Incident Command System roles and responsibilities (including the training of back-up personnel for each role)?			
26. Have you responded to a natural or manmade incident in the past 3 years?			
27. Have you ever held a debriefing or completed an after-action report as a result of an incident?			

Recovery Phase

	No	**Yes**	**In Progress**
28. Has your crisis team received training in trauma or recovery practices?			
29. Have you had to recover from a major incident in the past 3 years?			
30. Have you ever had to restore a physical structure after an incident?			
31. Have you coordinated with community mental health and victims' assistance services?			

Pilot Site Project
12/17/08

Revised: 9/15/09

Appendix M: Research and Development Services Progress Report - July 1, 2008 - June 30, 2009 – Center for the Study and Prevention of Violence, University of Colorado

Center for the Study and Prevention of Violence
University of Colorado at Boulder

RESEARCH AND DEVELOPMENT SERVICES

Provided to the

COLORADO SCHOOL SAFETY RESOURCE CENTER

Progress Report
Period July 1, 2008 to June 30, 2009

Dr. Delbert Elliott,
Director, Center for the Study and Prevention of Violence

Dr. Sabrina Arredondo Mattson,
Director, Safe Communities~Safe School Initiative

Center for the Study and Prevention of Violence
Institute of Behavioral Science
University of Colorado at Boulder
(303) 492-1032
August 2009

To view the above appendices electronically please go to:

Appendix A: Newsletters http://safeschools.state.co.us/newsletter.html

Appendix B: Regional Training Agenda/Programs
http://safeschools.state.co.us/Training%20CSSRC.html

Appendix C: Volt Climate Survey
http://www.colorado.edu/cspv/safeschools/assessments/report_appendices.html

Appendix D: ABC High School Climate Survey Report
http://www.colorado.edu/cspv/safeschools/assessments/report_appendices.html

Appendix E: Example Evidence-based Programs Report
http://www.colorado.edu/cspv/safeschools/assessments/report_appendices.html

Appendix F: CSSRC Needs Assessment http://safeschools.state.co.us/index.html

Appendix G: CSSRC Pilot Project Checklist
http://www.colorado.edu/cspv/safeschools/assessments/report_appendices.html

Appendix H: Rapid Responder Surveys http://safeschools.state.co.us/pilot.html

Inserted by CSSRC 12.22.09

2. Regional Trainings

Staff from CSPV and the CSSRC worked collaboratively to provide 2 regional trainings on violence prevention and school safety issues at no cost to participants across the state (programs are provided in Appendix B). The first training was held at the Marriott Hotel in Fort Collins, Colorado on October 23, 2008. There were 132 individuals registered for this one-day training where the following topics were discussed:

- Overview of School Violence and Evidence-Based Programs
- Crisis Planning
- School Discipline/Information Sharing
- Mental Health Resources
- Managing Gangs in Schools
- School Liability
- Threat Assessments

CSPV planned the regional training conference and incurred all costs related to this event.

The second regional training was held on April 15, 2009 at the Marriott Hotel in Colorado Springs where Governor Ritter provided the opening remarks to the over 250 individuals in attendance. The following topics were covered:

- Overview of School Violence and School Climate
- Cyberbullying: Bullying in the Digital World
- Lessons Learned: Platte Canyon Shooting and Hostage Situation
- Interagency Teams, Information Sharing and Approaches to Threat Assessment
- Substance Abuse, Mental Health and School Safety: Linking School and Community Resources
- Managing Gangs in Schools
- Students/Staff Use of Technology: Legal Issues
- Homeland Security: Safe2Tell, School Mapping and Site-Based Assessments

During these trainings, CSPV administered a satisfaction survey that was returned by 217 participants (from both trainings). Of the 217 respondents, 191 or 88% indicated that the training was helpful to very helpful.

The safe schools regional training conference was promoted in the Colorado Safe Schools newsletter as well as in a Save the Date card both of which were mailed to 3300 recipients on each occasion. For the second training, CSSRC incurred the cost of hotel meeting space and food; CSPV incurred the cost of all printing, handouts, speaker travel expenses, and door prizes; the Attorney General's office paid speaker fees.

RESEARCH AND DEVELOPMENT PERFORMANCE MEASURES

1. Consultation

CSPV staff provided the CSSRC with consultation and technical assistance regarding evidence-based programming and school safety practices and programs, as well as safe school planning and assessment services for the Pilot Site Project:

- Provided recommendations to CSSRC regarding the Pilot Site process and Application
- Presented information to the CSSRC Advisory Board about safe school planning and evidenced based programming
- Provided recommendations to CSSRC regarding Pilot Site selection
- Consulted with CSSRC about safe school planning with Pilot Sites
- Held joint meetings and conference calls with CSSRC and the Pilot Sites
- Reported on Pilot Site progress to the CSSRC Advisory Board on several occasions
- Held regularly-scheduled meetings every 2-3 weeks with CSSRC staff to discuss conferences, newsletters, and Pilot Site progress
- Provided evaluation and research information to CSSRC and Pilot Sites regarding a variety of violence prevention programs and topics:

  - RESPECT program
  - Every 15 Minutes program
  - Discovery program
  - Canine searches in schools
  - School hot spots
  - Truancy resources, including cost-benefit analysis
  - Bullying prevention
  - Drug and Marijuana abuse
  - Information sharing
  - Threat assessment

- Provided feedback to Durango Pilot Site schools regarding results of the student climate survey, and made recommendations for evidenced-based violence prevention programs. The climate survey that was administered is included in Appendix C along with a fictitious report of results (Appendix D), and fictitious evidence-based programs report (Appendix E). We include fictitious reports because we are required to keep their results confidential.
- Addressed the Safe2Tell Advisory Board regarding safe school planning

2. Evaluation Tools/Measures

CSPV assisted the CSSRC with the development of evaluation tools/measures for their Center as well as for the CSSRC Pilot Site Project. The following assessments were developed for the use of CSSRC and the Pilot Sites:

- Needs Assessment for the use of CSSRC, Supporting Safe and Positive Schools for Colorado (Appendix F), that collects information on the following topics from schools and agencies working with schools to identify their school safety needs:

    - Student problem behaviors
    - Strategies and programs to address student problem behaviors
    - Assessments and strategic planning
    - Implementing safety and preparedness plans
    - Strategies and procedures to respond to emergencies/crises
    - Safe school information/resources

- CSSRC Pilot Project Checklist (Appendix G) assesses safe school preparedness and progress in the Four-Phase Pilot Model by collecting the following information at each Pilot Site:

    - Safe School Planning Teams developed
    - Prevention Phase
        - Assessments conducted
        - School policies to address violence prevention
        - Awareness training
        - Anonymous reporting system
        - Interagency information sharing agreement
        - Current violence prevention programs
    - Preparedness Phase
        - NIMS training
        - Memorandum of Understanding in place
        - Preparedness training, drills and exercises
    - Response Phase
        - Written response guidelines
        - Response training
    - Recovery Phase
        - Recovery training

- Rapid Responder Surveys (3) (Appendix H) were developed for CSSRC Pilot Sites to indicate the Site's satisfaction with the Rapid Responder system that was implemented at three different meetings at their school or district.

    - Orientation Meeting Survey
    - Pre-Planning Tactical Meeting Survey
    - Data Collection and Site Visit

Performance measures and five additional surveys will be developed for CSSRC and the Pilot Sites during year two of the Interagency Agreement between the Colorado School Safety Resource Center and the Center for the Study and Prevention of Violence, including:

- Rapid Responder Navigation Training Survey
- Rapid Responder Administration Training Survey
- Rapid Responder System Usability Survey
- CSSRC Satisfaction Survey
- CSSRC Performance Measures
- CSSRC Pilot Site Satisfaction Survey

3. Pilot Site Project

The goal of CSPV's role in the Pilot Site Project is to improve school safety by providing violence prevention planning, information about evidence-based programming, technical assistance, and informational resources using the CSSRC Four-Phase Pilot Model to the selected CSSRC Pilot Sites.

- ### Safe Communities Safe School Process
  Within the CSSRC Four-Phase Model, CSPV focuses on the Prevention/Mitigation Phase First, we assist schools identify their purpose for improving school safety. This is done by the schools safety team and the identified school safety coordinator. This planning team serves to facilitate the assessment process in step two, where we administer an online student climate assessment to students to understand their school's risk and protective factors for violence, problem behaviors and school safety. Once the school climate assessment has been conducted we work with the school administrators and staff to indentify their school's strengths and challenges and list of priorities. CSPV staff uses these data driven priorities to provide information about evidence-based programs (where available) or options to consider for addressing their needs. Schools will then enter the implementation phase of the Model where they will implement the evidence based program or strategy and identify the outcomes they expect to achieve by implementing these programs or strategies (i.e. improve school climate, decrease bully, decrease violence). Following the implementation phase of the process, where students have engaged in the programming aimed at improving the prioritized challenge, the students will be re-assessed using the online climate survey so that school's planning team can monitor and evaluate the violence or problem behavior programming implemented. Improvements or changes may be made based on the re-assessment results.

- *Violence Prevention Planning*

  The first objective of CSPV's assistance with the CSSRC Pilot Project is to improve school violence prevention planning and coordination. CSPV staff has been working with school administrators and staff of the 3 selected pilot sites (5 schools) in Colorado to help them address challenges such as youth violence, drug use, bullying and delinquency problems in their schools. The first step toward addressing these problems is to help school administrators develop an effective school-based planning team. In collaboration with the CSSRC staff, we work directly with the planning teams to help their particular school gain an understanding of their specific violence prevention and safety needs and ultimately develop a strategic plan to improve them. CSPV staff can also assist planning teams with their school-specific safety plan to ensure that it is comprehensive and consistent with the latest practices and research on emergency response and crisis management, including implementing an all-hazards approach.

  Table 1 shows our progress toward this objective. We are working with 5 schools/school districts where we have begun to implement our Safe Communities ~ Safe School Process. As part of this implementation we have conducted 26 system planning activities (meetings or technical assistance with school staff regarding school safety planning). Table 1 also shows that we have helped establish or improve 9 inter-agency planning bodies (school planning teams or district level planning teams): we helped improve the school safety planning teams in all 5 of these schools; and 4 of these schools are part of their district level planning team. As part of this planning we have conducted 26 planning activities (meetings or technical assistance with school staff regarding school safety planning).) In collaboration with the CSSRC, we continue to work with schools to reach our longer term performance measures such as helping establish other interagency planning bodies such as Interagency Social Support Teams or Threat Assessment Teams and improving or developing safe school plans.

- *Violence Prevention Programming*

  The second objective of CSPV's assistance with the CSSRC Pilot Project is to help improve violence prevention programming in schools which will enhance overall system effectiveness. Most schools already have some sort of prevention programming in place to prevent delinquency, violence, or drug use. However, the efficacy of those programs is often not known, and may not be appropriate for targeting the actual behaviors present at the school. As part of the planning team effort, the CSPV staff has been working with the pilot site schools to understand their school's risks and needs by administering an online school climate survey. Using the results of this survey, CSPV staff can present school planning teams with appropriate evidence-based prevention programming options to consider or recommendations to meet their needs.

Table 1 shows that we helped administer climate surveys in 1 pilot site school and a total of 745 students were surveyed. Additionally, we have scheduled the administration of the student climate survey with the other 4 schools in the other pilot sites for this fall. We have also scheduled the administration of the staff survey with all the pilot sites for this fall. We also provided recommendations to 1 of the pilot sites regarding evidence-based prevention programs (violence, delinquency, bullying, and/or drug use). The remaining schools in the pilot sites are still in the planning and assessment phase of our Model and therefore we cannot achieve our longer term performance measures until after the survey has been administered and they receive recommendations or options to consider for evidence-based programs.

Table 1. Performance Measures

Goal: Improve school safety by providing violence prevention planning, programming, training/technical assistance and resources to the Pilot Site Project.

Objectives	Number	Performance Measures
1. Improve school violence prevention planning with Pilot Sites.	5	▪ Sites implementing SCSS Process
	26	▪ System planning activities conducted (meetings or technical assistance regarding school safety planning)
	9	▪ Established inter-agency planning bodies (planning teams, Interagency Social Support Teams, district planning teams, etc.) *
2. Improve violence prevention programming with Pilot Sites.	6	▪ Climate survey planning meetings
	1	▪ Climate survey administered
	1	▪ Recommendation to schools for appropriate evidence based prevention programming (violence, delinquency, bullying, and drug use)

*the number systems that have established planning bodies exceeds the number of system-level improvement initiatives implemented because some systems (schools) have established more than one planning body.

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