

ENGAGING YOUR BOARD CHAIR IN SAFETY (School Safety Partnership)

October 13, 2023



In partnership with
ASSOCIATION OF COLORADO
INDEPENDENT SCHOOLS





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ISU Insurance Services of Colorado (ISU) is a 139-year-old independent insurance brokerage firm, partnering with independent schools on their commercial insurance, risk management and employee benefits protection.





Agenda

- **Mega Trends Create Micro Challenges**
- **The 7's Framework:** Response protocols from the first seven seconds onward
- **Safety Roles & Responsibilities:** Board Chair, Board Risk Committee, Head of School and School Safety Committee
- **Conversation with Joffe:** Questions about engaging the board chair
- **Case Study**



Chris Joffe

FOUNDER & CEO | JOFFE EMERGENCY SERVICES

Chris Joffe has dedicated his career to making communities safer, which initially took shape in his work in **Emergency Medical Services (EMS)** as a first responder, opening his eyes to the broader need for safety skills. Fueled by this, he began teaching life saving skills to educators, and from there became a safety consultant, helping schools build skills and systems for peace of mind.

Today, he leads **Joffe Emergency Services**, a company wholly dedicated to – and leader in – **school safety programming, event safety, and emergency preparedness**, and over the past decade his team has worked with thousands of schools across the country to provide **training, consultation, and support**.



Our Guiding Principles

Safety - Equity - Excellence



Who is Joffe Emergency Services?

We are safety experts and educators.

But most importantly, we are partners
in protecting schools and communities.

We have been working with schools across the
country since 2007.

We founded - and have grounded - our safety work in
schools because we believe they are the most important
places we can possibly protect.

**Fifteen years later, we've worked with thousands of
schools to help protect millions of lives.**



McLean School
Transformative.



**WOODWARD
ACADEMY**
ESTABLISHED 1900

THE
LAB
SCHOOL

DEMOCRACY PREP
PUBLIC SCHOOLS



**LOWELL
SCHOOL**

KIPP:



breathe in

Let's take a deep breath

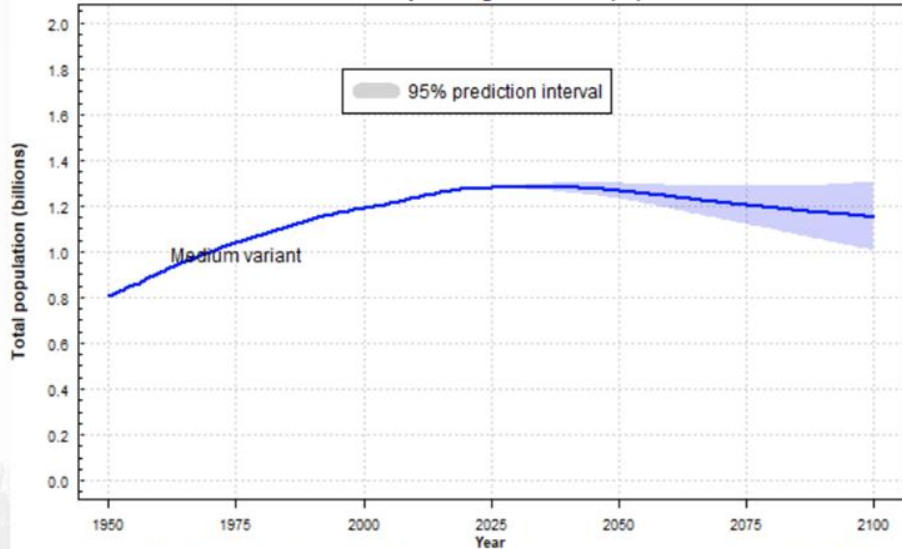
Mega Trends

Create Micro Challenges

Population Evolution

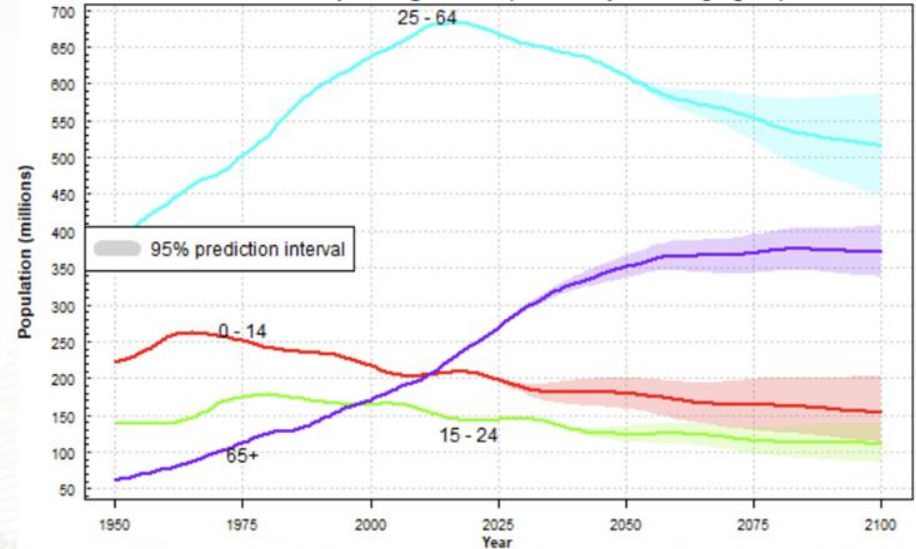
Source: [United Nations](https://population.un.org/wpp/)

More developed regions: Total population



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United Nations, DESA, Population Division. *World Population Prospects 2022*. <http://population.un.org/wpp/>

More developed regions: Population by broad age groups



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United Nations, DESA, Population Division. *World Population Prospects 2022*. <http://population.un.org/wpp/>



Roles & Responsibilities

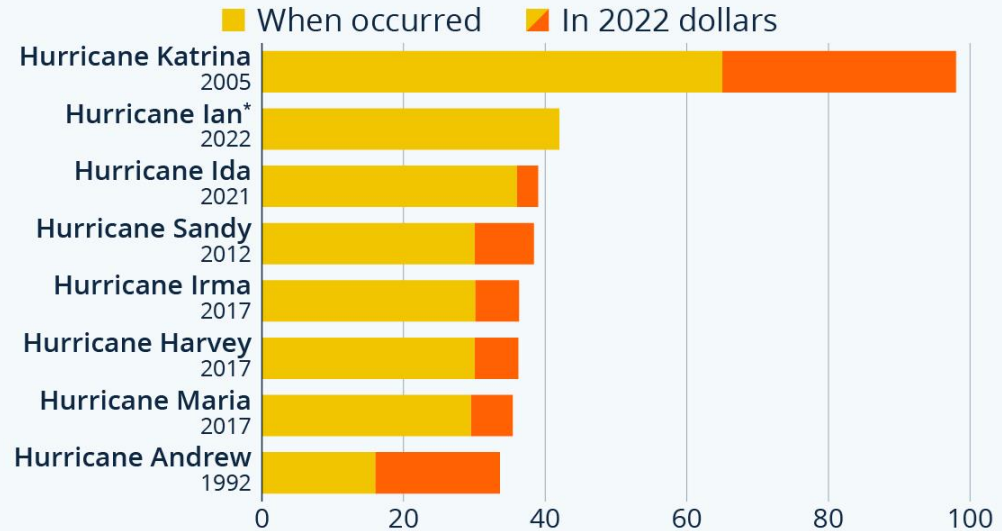
- Our protectors:
 - Fire
 - Police
 - Military
- Our communities:
 - We have a two sided ecosystem (younger people and... more experienced people)
 - Aging = greater use of infrastructure



Costliest in
dollars
generally
equates to
costliest in all
net terms

The Costliest Hurricanes to Insurers

Highest insured losses caused by hurricanes in the United States (in billion U.S. dollars)



Includes Puerto Rico and U.S. Virgin Islands

* lowest of range, preliminary estimate

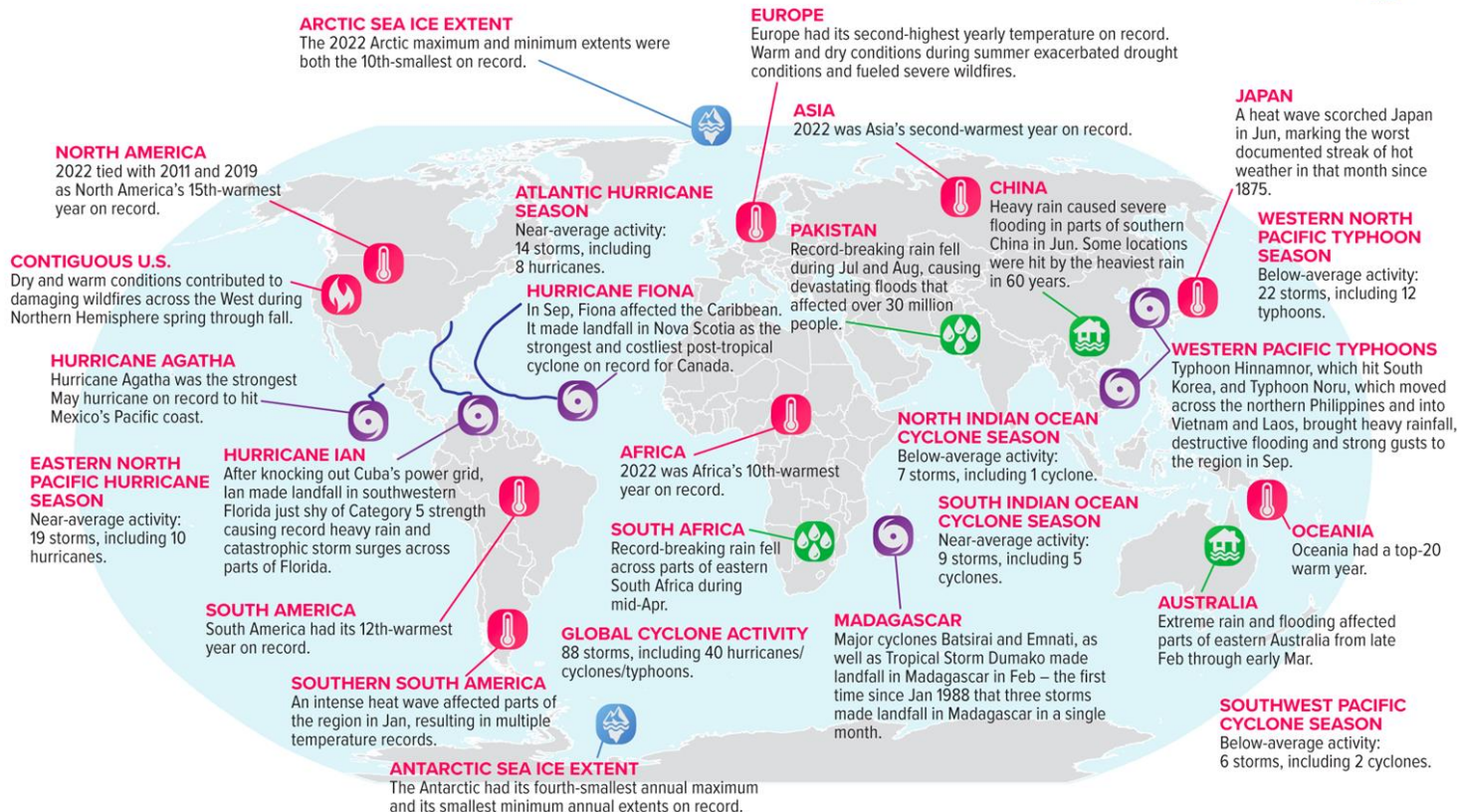
Sources: III, Aon, Verisk, BLS

Selected Significant Climate Anomalies and Events in 2022

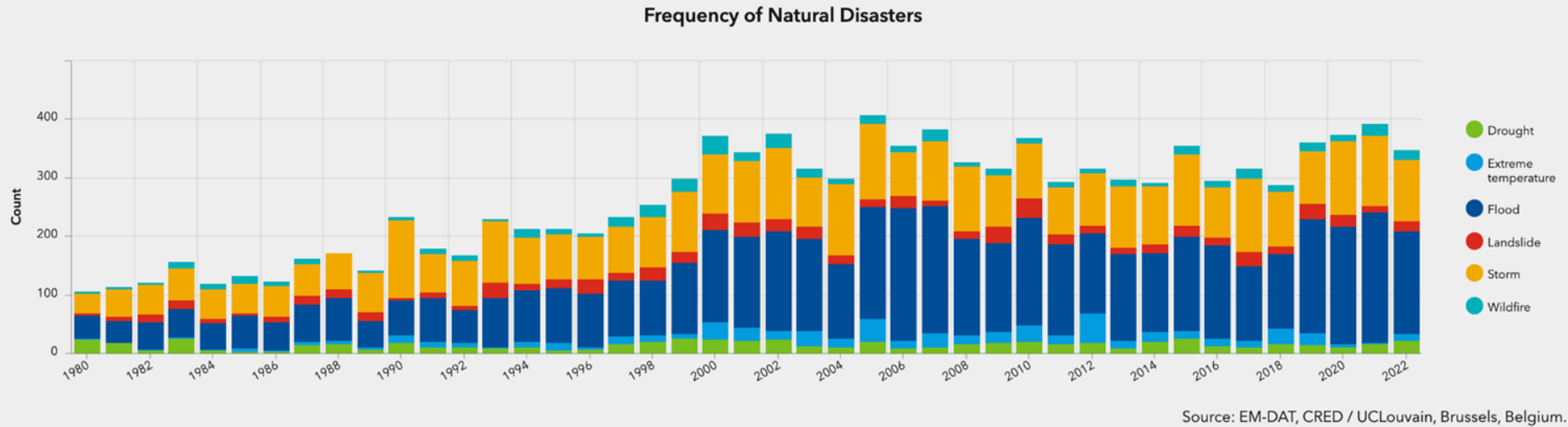


GLOBAL AVERAGE TEMPERATURE

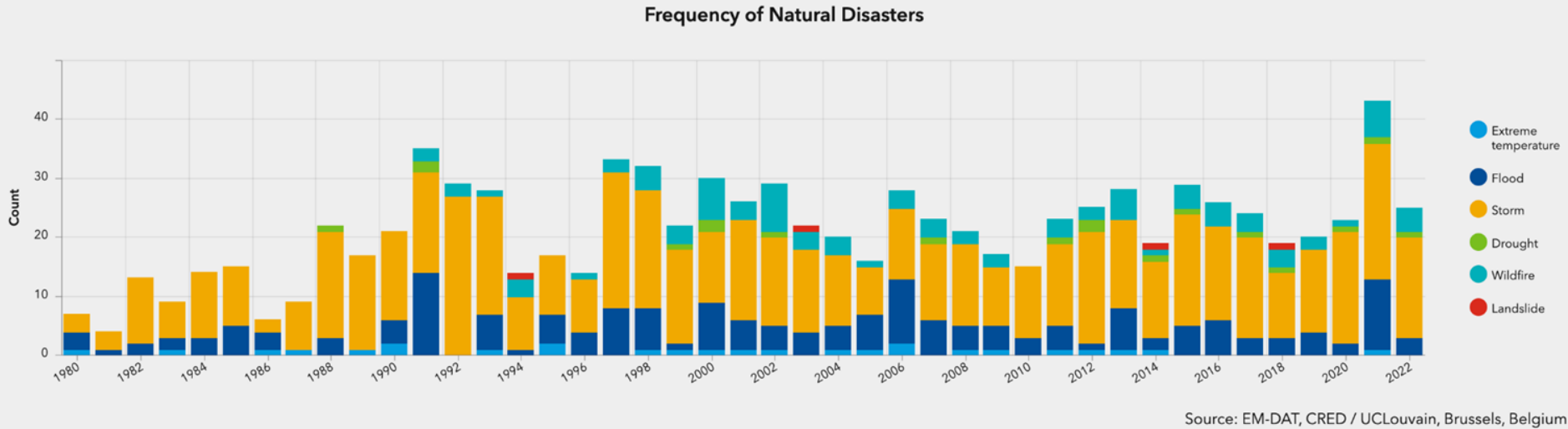
The Jan-Dec 2022 average global surface temperature was the sixth highest since global records began in 1880.



Worldwide



But the US?



Source: [IMF](#)

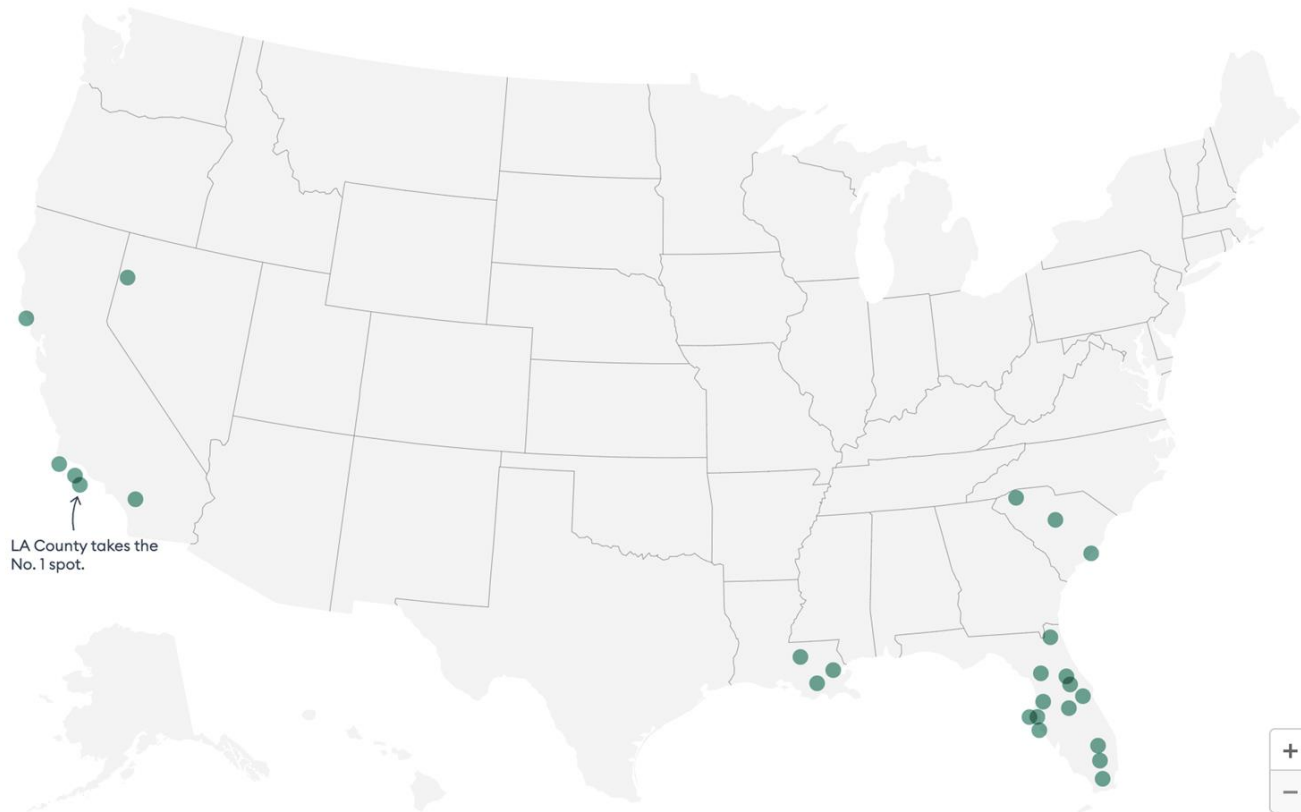


It's not all
bad...
For you.



Top 25 Most Disaster-Prone Counties

County ranking is determined by the number of FEMA disaster declarations between January 2013 and January 2023. To see the overall rank, the total number of disaster declarations, and the most common disaster type, hover over each location.



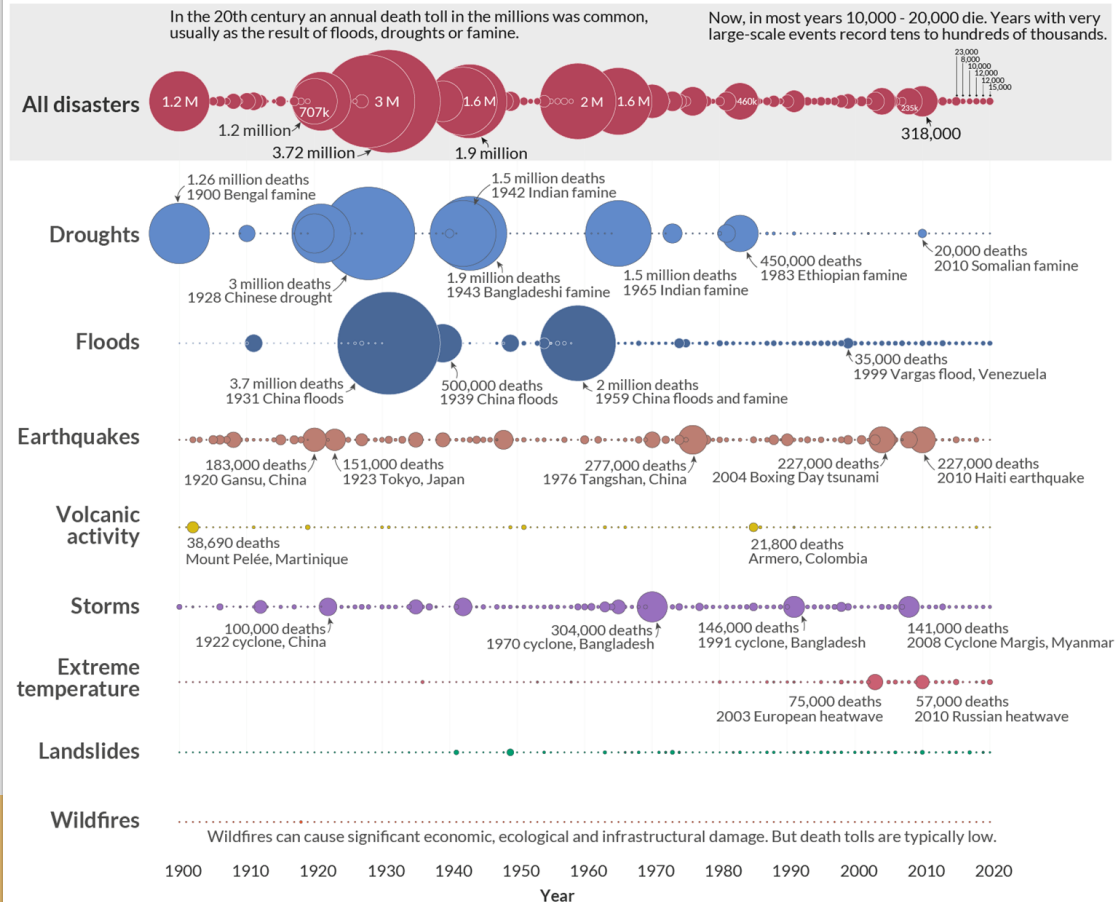
Source: [Forbes Advisor](#)

Note: To determine which counties are most at risk for natural disasters, Forbes Advisor uncovered the number of FEMA disaster declarations over the past decade for the 200 most populated counties.

Global deaths from disasters over more than a century

The size of the bubble represents the estimated annual death toll. The largest years are labeled with this total figure, alongside large-scale events that contributed to the majority – although usually not all – of these deaths.

Our World
in Data



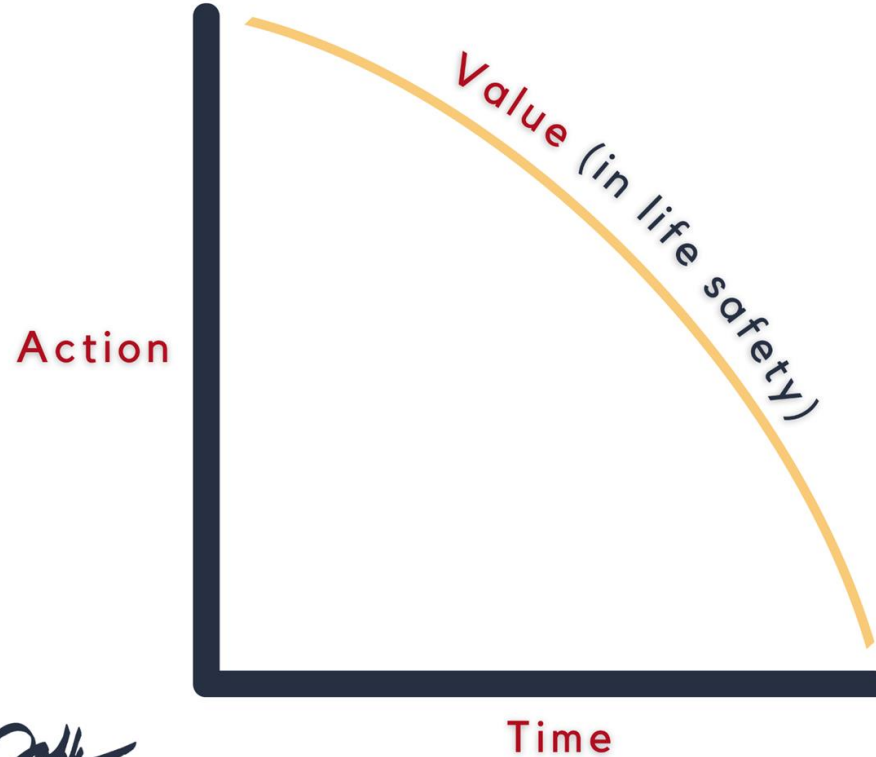
Data source: EM-DAT, CRED / UCLouvain, Brussels, Belgium – www.emdat.be (D. Guha-Sapir).
OurWorldinData.org – Research and data to make progress against the world's largest problems.

Licensed under CC-BY by the author Hannah Ritchie.

Source: [Our World in Data](https://www.ourworldindata.org/)

The 7's Framework

TIME VALUE OF LIFE



THE RULE OF 7s

- Resume Normal Activities
- Long Term Resilience
- Reflections on Progress
- Mental Health Support

PSYCHOLOGICAL SAFETY

7 WEEKS +

- Debrief Incident
- Counseling Services

PSYCHOLOGICAL SAFETY

7 DAYS

- ICS Strike Teams
- Parent/Student Reunification

PHYSICAL SAFETY

7 HOURS

- ICS Activation
- Emergency Response Directions

PHYSICAL SAFETY

7 MINUTES

- Situational Awareness
- Trained Protocols

PHYSICAL SAFETY

7 SECONDS

WHAT IS THE RULE OF 7'S?

7 Seconds, 7 Minutes, 7 Hours, 7 Days, 7 Weeks, 7 Months, 7 Years

How Response Evolves Throughout an Emergency

Immediate Response



Day Of Response



Prolonged Response



7 SECONDS

- Individuals are becoming aware of the situation
 - Limited details available
- Our ability to communicate additional information is minimal
 - Focus is on individual response - not coordinating group response
- Staff will need to take action based on trained protocols
 - Evacuation/ lockdown/Calling 911

We've succeeded if: Individuals feel empowered to start our emergency response process and know what initial steps they need to take care of in the first seconds of an emergency.



7 MINUTES

- Awareness and scope of information available increases
 - Staff
 - Students
 - Outside/local community
- The command center begins to control the situation
 - How to communicate information about this emergency
- Need for guidance on next steps
 - Staff
 - Students

We've succeeded if: Students and staff have evacuated or locked down quickly and quietly. Our command center is preparing to initiate things like first aid and search and rescue if necessary.



7 HOURS

- The leadership team is in full control of emergency response
- Strike teams and first responders have completed their necessary, immediate actions
- Students reunified with their parents or reunification is in process
- Partners engaged in response & recovery
 - Regional/
District Offices
 - Joffe
Emergency
Services

We've succeeded if: All immediate dangers are contained, all students have been returned to their guardians, and our focus is shifting to sustaining community operations.



7 DAYS

- Leadership utilizing all available resources
 - Prioritize and accomplish tasks that must be completed to re-open
- Mental health should be a prominent area of focus
 - Now & long term
- *Consideration* - If forced to close due to the emergency, an organization has about seven days to resume operations before staff and families begin to look elsewhere for school, work & community

We've succeeded if: We have the ability, or a clear plan to gain the ability within seven days to do the following: make payroll, continue to provide education to students, provide facilities and transportation for students to gather.



7 WEEKS

- Restoring Normalcy
 - Planning of Implementation of recovery initiatives
 - Address long-term impacts
- Key Objectives in Recovery Initiatives:
 - Physical damage repairs
 - Facilities assessments
 - External contract partner engagements
 - Stakeholder communications
- Resuming normal academic & extracurricular activities
 - Utilizing available spaces
 - Managing schedules
- Mental health support
 - Internal and external counseling service arrangements
 - Group therapy sessions (staff or students)
 - Emotional well-being workshops

We've succeeded if: Students are actively engaged in their learning, extracurricular activities are up and running, and there is a noticeable positive shift in the overall well-being of the school community. The recovery efforts should be well underway, with a clear roadmap for completing any outstanding tasks.



Safety Roles & Responsibilities

Board Chair Role & Responsibility

Accountability and Oversight:

- Holds the administration & Board Risk Committee accountable for addressing any safety gaps or concerns
- Plays a crucial role in ensuring that safety remains a top priority by requesting regular updates and reports on safety measures

Long-term Vision:

- Ensures that safety initiatives are not limited to short-term fixes but are integrated into the school's long-term vision

Resource Allocation:

- Advocates for allocating resources to ensure effective safety measures
- Works with the board and administration to secure the necessary funding and resources to implement and sustain safety initiatives





[SCHOOL NAME] Student Safety Report Card

Current Status Key

Green = Completed and/or in place

Yellow = Process/item begun but not yet completed

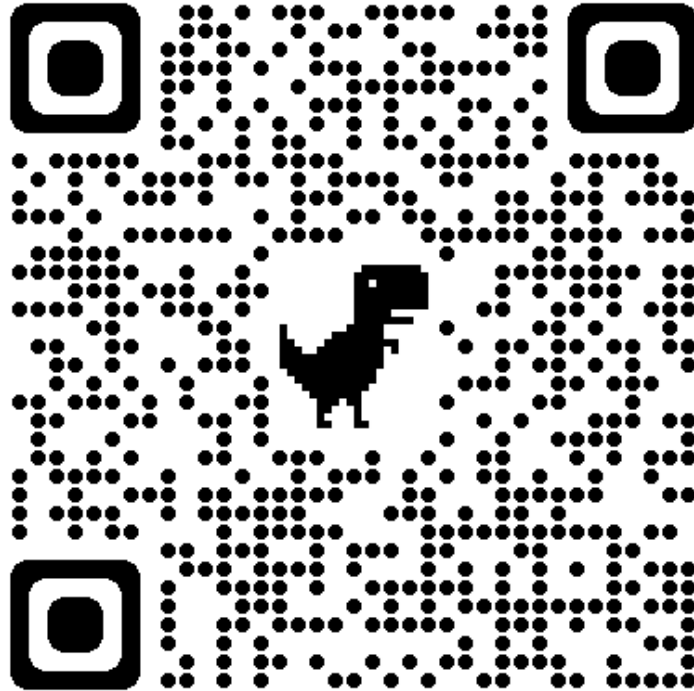
Red= Not started

Category	Priority	Activities	Current Status (Red, Yellow, or Green)	Notes + Link To Document, Resource, or Training
Systems, Structures, and Roles	Safety activities in calendar	We have a calendar/arc of the year that includes key risk/safety activities.	▼	
	Board roles and responsibilities	Board policies have been developed to define responsibilities for assessment and mitigation of risk	▼	
		At least one annual board meeting is focused on risk/safety	▼	
		A board committee and chair have been designated to oversee safety assessment and risk mitigation	▼	
	Legal counsel	We have designated trusted outside counsel to provide legal advice	▼	
		Our legal counsel has expertise in relevant areas, including employment law.	▼	
	Leadership roles and responsibilities	There are clear roles and responsibilities for school leadership and other key stakeholders (such as the business office) for increasing child safety	▼	
		There is a clear decision-making process for issues related to safety	▼	
		Those with decision-making authority have been sufficiently trained on common scenarios	▼	
		There is a process in place to train new leaders on assessing and mitigating our top risks	▼	
	Data tracking and reporting	We have standardized procedures to track and report most serious incidents	▼	
		We have a process in place to ensure all data is collected and maintained appropriately	▼	

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Access the Student Safety Report Card



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Board Risk Committee Role & Responsibility

Evaluates Large Contracts:

- I.e. Outsourced security vendors

Strategic Risk Decisions:

- I.e. Perimeter fencing or other capital projects

High Level/Philosophical Questions:

- Armed vs. Unarmed Security

Document & Incident Review:

- Review of the Safety Report Card (2x/year)
- Assessment Results (every 3-5 years)
- Debrief after Major Events (as needed)



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Head of School Role & Responsibility

Collaboration and Communication:

- Serves as a bridge between the board, school administration, staff, students, parents, and the community
- Foster a culture of safety and encourage the sharing of ideas, feedback, and suggestions regarding safety measures

Oversees the work of:

- Director of Safety & Campus Safety Personnel
- School Safety Committee's execution of projects and procedures

Leadership and Management:

- Accountable for the safety and well-being of everyone in the school establishes a culture of safety and sets expectations to ensure that safety protocols are implemented consistently



School Safety Committee Role & Responsibility

Risk Assessment and Prevention:

- Conducts risk assessments to identify potential safety hazards
- Works closely with staff to develop and implement preventive measures including security procedures, emergency response plans, and drills
- Leads staff training and ensures that all employees are aware of their roles/responsibilities

Incident Management and Response:

- Takes a leadership role in coordinating the response
- Communicates with parents and the school community, providing timely and accurate information regarding the incident and any necessary follow-up actions
- Debriefs incidents



Real-World Case Study



Case Study #1: Empowering Teams to Act in Crisis

"It's not the tools you have faith in. Tools are just tools -- they work or they don't work. It's the people you have faith in or not.

--Steve Jobs





One Interesting School





Overcoming Analysis Paralysis

“Only human beings can look directly at something, have all the information they need to make an accurate prediction, perhaps even momentarily make the accurate prediction, and then say that it isn’t so.”

--Gavin DeBecker





How Do We Evaluate Risk?

Severity				Probability					
As defined by consequences for:				Scale	1	2	3	4	5
People	Property	Environment	Reputation		Unlikely to occur in industry or geography	Has occurred rarely in industry or geography	May occur with no provocation in industry or geography	Reasonable probability it will occur in industry or geography	Likely to occur in industry or geography
No injuries	No damage	No impact	No effect	0					
Slight injury	Slight damage	Slight impact	Slight effect	1					
Minor injury	Minor damage	Minor impact	Limited effect	2					
Major injury	Local damage	Local impact	Considerable impact	3					
Single fatality	Regional/ major damage	Regional impact	Major regional/ national impact	4					
Multiple fatalities	Extensive damage	Massive impact	Major national/ international impact	5					

Recommended Actions

Manage/monitor for progress into increased risk categories

Develop focused teams to mitigate/maintain awareness of risk

Incorporate risk reducing and response measures

Eliminate risk if possible, community-wide focus if not

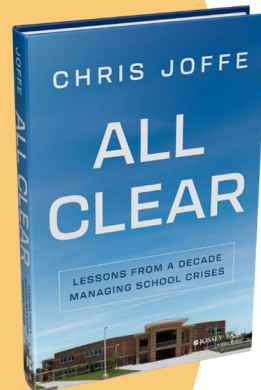


One final lesson...



Q & A

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Thank you.

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