

V. TRAINING IN SCHOOL SECURITY

*Security technology is a supplement to, but not a substitute for, the human factor. And if I had to pick between a well-trained, highly alert staff and student body versus a few hundred thousand dollars-worth of equipment, I'd take the people anytime because the equipment standing alone will fail. The people standing strong will keep schools safe.*¹⁸⁶

– Kenneth S. Trump
School Security Consultant

Employee Training

New Jersey statute (*N.J.S.A.* 18A:41-7) requires that all full-time teaching staff members receive training in school security that includes instruction on security drills. The training must be provided within 60 days of their employment.¹⁸⁷ Regulations to implement the statute indicate that such training must be “consistent with the district board of education’s plans, procedures and mechanisms for school safety and security...”¹⁸⁸ The in-service program must also be reviewed annually and updated, as appropriate.¹⁸⁹

Guidelines on emergency operations plans, developed by federal education, law enforcement and emergency management agencies, stress the importance of training for the *entire* school community. “Everyone involved in the plan needs to know her or his roles and responsibilities before, during, and after an emergency,” the document states in a section discussing the implementation of the plan.¹⁹⁰

Staff will be assigned specific roles in the plan and positions supporting the Incident Command System (ICS) that will require special skills, such as first aid, threat assessment, and provision of personal assistance services for students with disabilities, and others with access and functional needs. Also, substitute teachers must be trained on the plan and their roles in the plan.

The more a plan is practiced and stakeholders are trained on the plan, the more effectively they will be able to act before, during, and after an emergency to lessen the impact on life and property.¹⁹¹

¹⁸⁶ PBS, *The Path to Violence*, February 20, 2013 (<http://www.pbs.org/program/path-to-violence/>, accessed Oct. 16, 2014). Kenneth Trump is the president of National School Safety and Security Services.

¹⁸⁷ *P.L.* 2009, c. 178 (http://www.njleg.state.nj.us/2008/Bills/PL09/178_.HTM); *N.J.S.A.* 18A:41-7.

¹⁸⁸ *N.J.A.C.* 6A:16-5.1(d), 53-54. (<http://www.nj.gov/education/code/current/title6a/chap16.pdf>)

¹⁸⁹ *Ibid*, 54.

¹⁹⁰ U.S. Department of Education, Office of Elementary and Secondary Education, Office of Safe and Healthy Students, *Guide for Developing High-Quality School Emergency Operations Plans*. (Washington, DC, 2013), 20. http://rems.ed.gov/docs/REMS_K-12_Guide_508.pdf, accessed Sept. 11, 2014)

¹⁹¹ *Ibid*, 21.

In its *Best Practices Guidelines*, the New Jersey Department of Education recommends providing staff with the information and resources needed to respond to crises. “Prepare response kits for secretaries, nurses, and teachers so they have easy access to the supplies.... A teacher’s kit might include a crisis management reference guide, as well as an updated student roster.”¹⁹²

The NJSBA Task Force finds that information, preparation and training for all individuals in charge of students at any given time—including full-time staff, part-time staff, substitute teachers, aides and volunteers—is critical for school safety. In addition to state-required distribution of the district’s safety and security plan, other information efforts could include reference guides that would ensure that staff members are familiar with their roles in emergency plans.

Training Resources¹⁹³

There are multiple high quality and often under-utilized training resources available at the local, county, state, and federal level. These resources range from introductory online classes to advanced resident courses, making relevant information available for individuals of different backgrounds, including educators, school administrators, security personnel, and board members. With some exceptions, these resources are offered at no cost to school districts and first responder agencies.

This section outlines training online and in-person resources related to school security planning, response, and mitigation. It is important to note that this is not an exhaustive list, but rather contains the most relevant no-cost resources.

– Brandon J. Pugh, Member
NJSBA School Security Task Force

Online Training

FEMA Independent Study Program

The Federal Emergency Management Agency (FEMA) through its Emergency Management Institute (EMI) offers free online “self-paced courses designed for people who have emergency management responsibilities.”¹⁹⁴ The Independent Study Program offers over 186 courses that vary in scope and length and which can be completed at the individual’s convenience.¹⁹⁵ Courses

¹⁹² New Jersey Department of Education, *School Safety & Security Manual: Best Practices Guidelines*. (Trenton, N.J., December 2006), 98. (Much of the information in the manual is considered confidential. Therefore the document is available only to designated school district officials through a password-protected portal of the New Jersey Department of Education’s online School Safety Center at <http://www.nj.gov/education/schools/security/safetycenter/>).

¹⁹³ The compilation of training resources was provided by Brandon J. Pugh, a member of the NJSBA School Security Task Force.

¹⁹⁴ U.S. Department of Homeland Security, Federal Emergency Management Agency, Emergency Management Institute, *Independent Study Program* (Emmitsburg, MD). <http://training.fema.gov/is>, accessed Sept. 12, 2014.

¹⁹⁵ *Ibid.*

consist of interactive lectures and videos, followed by a post test. An electronic certificate is issued for individuals who satisfactorily complete a course.

Descriptions of five relevant courses for schools are provided below. A full listing of courses is available at <http://training.fema.gov/IS>.

- **Introduction to the Incident Command System for Schools (IS-100.SCA)**
Description: This three-hour course provides Kindergarten through high school personnel an overview of the Incident Command System (ICS), including ICS application in schools, organizational principles, and planning guidance. ICS is a standardized on-scene incident management concept used by responders to handle incidents of varying complexities.¹⁹⁶ For those who may manage an incident, further ICS training is recommended, including ICS 200, 300, 400, and NIMS (National Incident Management System) 700 and 800.
Course Access: <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-100.SCa>
- **Preparing for Mass Casualty Incidents: A Guide for Schools, Higher Education, and Houses of Worship (IS-360):**
Description: This three-hour course provides best practices for schools and other community organizations in “developing emergency plans for preparing for, responding to, and recovering from mass casualty incidents.”¹⁹⁷
Course Access: <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-360>
- **Multi-Hazard Emergency Planning for Schools (IS-362.A):**
Description: This three-hour course “covers basic information about developing, implementing, and maintaining a school emergency operations plan (EOP).” This course is designed for teachers, substitute teachers, counselors, parent volunteers, and students, among others.
Course Access: <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-362.a>
- **Active Shooter: What You Can Do (IS-907):**
Description: This one-hour course provides non-law enforcement personnel with guidance on how to prepare and respond to an active shooter situation.
Course Access: <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-907>
- **Emergency Management for Senior Officials (IS-908):**
Description: This one-hour course provides senior officials, including board members, with an introduction to emergency management, including emergency management responsibilities and incident management.
Course Access: <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-908>

¹⁹⁶ U.S. Department of Labor, Occupational, Safety & Health Administration, *What is an Incident Command System?* (Washington, D.C.), https://www.osha.gov/SLTC/etools/ics/what_is_ics.html. Accessed Sept. 12, 2014.

¹⁹⁷ U.S. Department of Homeland Security, Federal Emergency Management Institute, “IS-360” (Emmitsburg, MD, June 24, 2013), <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-360>, accessed Sept. 12, 2014.

New Mexico Tech: Energetic Materials Research and Testing Center

EMRTC is the Department of Homeland Security’s partner in providing energetic material training to first responders, including in-person training with live explosives, online training, and mobile classroom training. One course is designed specifically for schools and is offered at no cost. More information is available at www.emrtc.nmt.edu.

- **Understanding and Planning for School Bombing Incidents**

Description: This four-hour course discusses bomb threats faced by schools, ways to respond, methods to recognize explosives, and how to develop preventive measures. This course can also be offered in a classroom setting.

Course Access: <http://www.emrtc.nmt.edu/training/upsbi.php>

Transportation Security Administration

This program was developed in “conjunction with the National Association of State Directors of Pupil Transportation Services, the National Association of Pupil Transportation and the National School Transportation Association. Its purpose is to provide much needed security awareness, information and training to the school transportation industry.”¹⁹⁸

- **School Transportation Security Awareness**

Description: This course is designed to provide “school bus drivers, administrators, and staff members with information that will enable them to effectively identify and report perceived security threats related to school buses, as well as the skills to appropriately react and respond to a security incident if one should occur.”¹⁹⁹

Course Access: <http://www.tsa.gov/stakeholders/school-transportation-security-awareness>

New Jersey Training Resources

Local, County and Other Training Partners

School security training and assistance is offered throughout New Jersey by various partners via conferences, lectures/presentations, and multi-day courses. To find resources near you, contact your local municipality or police department, the county sheriff, county prosecutor’s office, and/or county fire/police academy, among others. Opportunities vary widely across the state, so it is advisable also to check other counties’ offerings. Usually, multiple entities will offer school security training and/or related training at no cost to school districts and first responders.

¹⁹⁸ U.S. Department of Homeland Security, Transportation Safety Administration, *School Transportation Safety Awareness* (Washington, D.C., August 14, 2013), <http://www.tsa.gov/stakeholders/school-transportation-security-awareness>. Accessed Sept. 12, 2014.

¹⁹⁹ *Ibid.*

For example, for the past eight years, the Prosecutors' Offices of Burlington, Camden, Gloucester, Salem, Cumberland, Atlantic and Cape May Counties have offered a School Safety and Security Conference at no cost. Also, the Middlesex County Police Academy has provided school security courses, including the Federal Bureau of Investigation's "Identifying Warning Signs of School Violence."

New Jersey Department of Education: School Preparedness & Emergency Planning

The NJDOE Office of School Preparedness and Emergency Planning offers a range of training services to school districts as outlined below.

- *Crisis and Emergency Plan Development Presentations:* The NJDOE provides information to districts on how to develop emergency plans that are aligned with the stages of crisis management.
- *School Security Briefing:* The NJDOE will "provide a condensed informational briefing on current or evolving school security issues and trends" at a meeting, training, and/or conference.²⁰⁰
- *School Security Roundtable:* The NJDOE will answer questions that school staff may have regarding school safety and security enhancements.
- *Custom Training/Presentations:* The NJDOE will "customize a presentation or training event specific to the safety and security needs of a particular school or district."²⁰¹

Information on training, available assistance, and submitting requests can be found at <http://www.state.nj.us/education/schools/security/training/topics.htm>.

New Jersey Office of Emergency Management

The state Office of Emergency Management offers a variety of courses related to emergency management, emergency preparedness, mitigation, and response. Content tends to be advanced, and would be most appropriate for school security personnel and/or administrators. There is no cost to attend the course, but the district must pay for travel and incidental expenses. Most courses are held at the New Jersey State Police Regional Operations and Intelligence Center (ROIC) in West Trenton.

Course schedules and application information are available at <http://www.state.nj.us/njoem/programs/training-schedule.html>.

²⁰⁰ New Jersey Department of Education, *School Preparedness and Emergency Planning* (Trenton, N.J.). <http://www.state.nj.us/education/schools/security/training/topics.htm>. Accessed Sept. 12, 2014.

²⁰¹ *Ibid.*

New Jersey Office of Homeland Security and Preparedness

The state Office of Homeland Security and Preparedness offers courses on topics related to homeland security, including response, management, and preparedness. Subject content and level tend to be advanced and would be most appropriate for school security personnel and/or responders who interact with schools. There is no cost to attend the course, but the district usually must pay for travel/incidental expenses.

Course schedules and application information is available at <http://www.njhomelandsecurity.gov/cgi-bin/homelandsecurity/calendar.cgi?month>.

In-Person Training

FEMA Emergency Management Institute

The Emergency Management Institute (EMI), located in Emmitsburg, Maryland, is the “emergency management community’s flagship training institution, and provides training to Federal, State, Local, ... and private sector officials to prepare for, protect against, respond to, recover from, and mitigate the potential effects of all types of disasters and emergencies on the American people.”²⁰² EMI offers a variety of resident/on-campus courses, including several directly related to schools. For districts, FEMA reimburses transportation expenses and pays for lodging and course costs. More information, including course schedules, is available at <http://training.fema.gov/emi>, and interested individuals can apply by following the directions at <http://training.fema.gov/apply>.

- **Multi-Hazard Emergency Planning for Schools (E361/E364)**
Description: This four-day course provides schools with the “knowledge, skills, and tools needed to review, enhance, and sustain an all-hazard school emergency plan (EOP).”²⁰³ Specific components include developing school security procedures, annexes, plans, and training/exercise plans. This course can be completed by school district teams, or by an individual from the school district.

Course Information: <http://training.fema.gov/emicourses/crsdetail.asp?cid=E361&ctype=R>
(Current dates can be found on the course schedule.)

²⁰² Department of Homeland Security, Federal Emergency Management Agency, *Emergency Management Institute Mission* (Emmitsburg, MD, March 19, 2012). (<http://training.fema.gov/EMI/emi.asp>, accessed Sept. 12, 2014)

²⁰³ Department of Homeland Security, Federal Emergency Management Agency, Emergency Management Institute, *E361 - Multi-Hazard Emergency Planning for Schools* (Emmitsburg, MD, February 20, 2013). (<http://training.fema.gov/emicourses/crsdetail.asp?cid=E361&ctype=R>, accessed Sept. 12, 2014)

- Train-the-Trainer for Multi-Hazard Emergency Planning for Schools (E362):
Description: This course covers the same material as “Multi-Hazard Emergency Planning for Schools,” but an emphasis is on teaching the material to others. This course prepares an individual to be a course trainer of G364, which is E364 on a state level.
Course Information: <http://www.training.fema.gov/EMICourses/crsdetail.asp?cid=E362&ctype=R>
(Current dates can be found on the course schedule.)

- Integrated Emergency Management Course: Community Specific (E930)
Description: Participants in this course would include all elements of the community—law enforcement, fire, schools, and elected officials, among others—who gather to practice responses to the various types of emergencies they may face through simulations.
Course Information: <http://training.fema.gov/EMICourses/crsdetail.asp?cid=E930&ctype=R>

National Domestic Preparedness Consortium

The National Domestic Preparedness Consortium (NDPC) is a “partnership of several nationally recognized organizations whose membership is based on the urgent need to address the counter-terrorism preparedness needs of the nation’s emergency first responders within the context of all hazards.”²⁰⁴ NDPC normally offers no-cost training, including transportation, lodging, food, and course costs. (However, the no-cost status can change due to budgetary constraints, but students would know this prior to applying.)

In some cases, training will be too advanced for most school personnel, but district staff tasked with school security responsibilities might find these courses beneficial. Courses are offered in person (resident), through delivery in an individual district (mobile), and online. Districts wishing to bring training partners to their communities typically will not need to cover any expenses.

The various members of NDPC are listed below, along with the type of training and methods they offer. More information on NDPC and its members can be found at www.ndpc.us.

- *Center for Domestic Preparedness (Anniston, Alabama):* Resident and indirect training offered on incidents of a Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) nature.
- *New Mexico Tech Energetic Materials and Testing Center (Socorro, New Mexico):* Resident, mobile, and online training on explosives.
- *National Center for Biomedical Research and Training (Baton Rouge, Louisiana):* Online and mobile delivery courses on weapons of mass destruction and matters relating to homeland security.

²⁰⁴ U.S. Department of Homeland Security, Federal Emergency Management Agency, National Domestic Preparedness Consortium (Honolulu, HI). <https://www.ndpc.us/About.aspx>, accessed Sept. 12, 2014.

- *Texas A&M Engineering Extension Service (College Station, Texas)*: Resident, online, and mobile training on a variety of topics, including hazardous materials, incident command, and threat and risk assessment, among other areas.
- *Counter-Terrorism Operations Support: Center for Radiological/Nuclear Training (Las Vegas, Nevada)*: Resident, online, and mobile training on radiological and nuclear emergencies.
- *National Disaster Preparedness Training Center (Honolulu, Hawaii)*: Online and mobile training primarily on natural disasters and flooding.
- *National Center for Emergency Response for Surface Transportation (Pueblo, Colorado)*: Resident, online, and mobile courses on hazardous materials, weapons of mass destruction, and transportation.

SECURITY TRAINING: RECOMMENDATIONS

Based on its research, the NJSBA School Security Task Force makes the following recommendations in the area of Security Training:

Local School District/Community

- 30.** To ensure that all school staff members have the appropriate knowledge to improve security and help prevent and respond to emergencies, local school districts should (a) provide on-going training, and (b) utilize the varying no-cost training resources available to them at the local, county, state and federal levels.
- 31.** Training provided to district staff should vary in scope and should address specific threats that a district might face, along with general school security and safety principles.
- 32.** Training on security plans and response procedures should involve any individual in charge of students at a given time, including full-time staff, part-time staff, substitute teachers, and volunteers. Districts should ensure that all individuals in charge of students receive information on their role in emergencies.
- 33.** When conducting training, school districts should involve appropriate outside response entities, including personnel who would respond to the schools in an emergency. Districts should also encourage representatives of outside entities to visit schools and familiarize themselves with the facilities and their layouts as part of training exercises, such as active shooter drills for law enforcement personnel.