Crisis and Emergency Response Plan

Master operational policy • Version 1.0

Southern Educational Resources (SER) | National Student Academies

Approval authority: SER leadership. Plan owner: SER leadership. Academy-specific implementation: Academy Director. Review: at least annually and following significant incidents when warranted.

1. Purpose, scope, and operating principles

- Applies to SER-operated residential National Student Academies, including hotel lodging, instruction, transportation, field visits, and authorized off-site activities. LAPSEN may serve as educational partner; SER is the academy operator.
- Protect life and safety first. Call 911 or activate local emergency services when appropriate. Any staff member may take immediate protective action; do not wait for internal approval to obtain emergency help.
- Follow lawful directions of emergency responders and host-facility security. Preserve appropriate student supervision, privacy, and accountability to the extent feasible.
- Use this plan with the Enrollment Agreement, Student Code of Conduct, medical and accommodation information, applicable law, and site-specific emergency instructions. This plan does not replace professional medical, law enforcement, or public health direction.

2. Command, succession, and decision rights

Incident command. The Academy Director serves as on-site incident leader; designate first and second alternates before the academy. The acting leader may make immediate safety decisions and coordinates with SER leadership.

Immediate authority. The Director may suspend activities, protect students, arrange emergency relocation and lodging, and incur necessary emergency expenses without prior approval.

Organizational authority. SER leadership makes the final decision to cancel or terminate an academy early, consulting the Director when practicable.

External authority. Emergency responders direct their operations; host facilities direct security procedures within their facilities.

Escalation. Notify SER leadership promptly for significant emergencies, serious injury, suspected abuse, missing students, outbreaks, major displacement, or substantial operational disruption.

3. Readiness before student arrival

- Complete the Academy-Specific Emergency Information Sheet: hotel and alternate assembly areas; emergency departments; host contacts; transport providers; staff roster and succession; offline parent contacts; communication backups; and available shelter/evacuation instructions.
- Assign every student to a staff-led group and identify its group leader. Maintain a current master roster, room assignments, authorized travel permissions, and relevant emergency contacts.
- Review enrollment information for accessibility and medical support needs. Create individualized emergency assistance plans as needed with the student and parent/guardian, and share only necessary details with designated staff.

- Require every supervising staff member to complete a documented pre-academy briefing and at least one tabletop exercise covering command, communication, accountability, medical response, evacuation, and safeguarding.
- Provide students an opening safety orientation covering how to reach staff, what to do if separated, evacuation and assembly expectations, and emergency accountability.

4. First actions in any emergency

- Assess immediate danger and move people away from hazards when safe. Call 911 or activate the facility emergency system when indicated.
- Provide first aid only within training and available equipment; do not delay emergency treatment.
- Notify the Director or acting Director. Group leaders account for assigned students, report missing or separated students immediately, and repeat counts after relocation.
- Follow responder instructions; establish a safe supervised assembly or shelter area; protect confidentiality; record significant actions and notifications.
- Director assigns tasks, coordinates with SER leadership, and initiates appropriate family communications.

5. Medical emergencies and hospitalization

- Call 911 for urgent or life-threatening symptoms; seek appropriate clinical evaluation for other significant medical concerns. Staff do not diagnose or prescribe.
- Notify Director, parent/guardian of a minor, and SER leadership as appropriate. If a parent cannot be reached, do not delay emergency care.
- Assign a staff member to accompany or meet a hospitalized student when permitted and practicable, without compromising supervision of remaining students.
- Record care arrangements, destination, notifications, and follow-up. Respect student privacy; family financial responsibility follows the Enrollment Agreement.

6. Missing or separated student

- Notify the Director immediately; no mandatory waiting period applies before contacting police.
- Verify last known location, assigned group, permitted movements, and available contact methods. Attempt prompt contact and organize a coordinated search without leaving other students unsupervised.
- Contact law enforcement promptly when warranted by age, risk, circumstances, or inability to locate. Notify parents/guardians promptly and SER leadership.
- Record times, contacts, search areas, directions received, recovery, and follow-up.

7. Fire, evacuation, relocation, and sheltering

- Follow alarms and responder or facility instructions. Use identified primary and alternate assembly points; do not use elevators during a fire unless directed by emergency personnel.
- Group leaders conduct headcounts after evacuation and after any relocation. Report missing students immediately; do not reenter until cleared.
- Director may arrange alternative lodging, transportation, food, and supplies immediately. Notify SER leadership as soon as practicable and parents for significant disruption.
- For severe weather, monitor official alerts, identify suitable shelter areas, modify or cancel activities, and account for students.

8. Active threats, violence, and security incidents

- Choose evacuation, sheltering, or other protective actions based on conditions and official direction. Call 911 when safe.
- Staff are not expected to confront an armed attacker. Follow law enforcement and facility security instructions.
- Account for students when feasible without creating additional danger; reunify and relocate only when authorities permit.

9. Mental health crisis and self-harm concerns

- Immediately inform the Director; for imminent danger, summon emergency assistance and remain with the student when safe.
- Engage qualified professionals for evaluation. Notify parents/guardians subject to safety and legal considerations; protect confidentiality.
- Staff do not diagnose. Director coordinates decisions about participation, care, supervision, and safe departure using professional advice.

10. Suspected abuse, neglect, or inappropriate adult conduct

- Immediately protect the student and separate implicated persons from student contact as needed. Do not promise secrecy or conduct internal investigative interviews.
- Staff must make any legally required direct report to child protective services or law enforcement without waiting for internal approval; requirements vary by jurisdiction and role.
- Notify the Director, or independent SER leadership if the Director is implicated. Document the student's words and direct observations accurately; preserve evidence and confidentiality.

11. Transportation and off-site facilities

- In vehicle incidents, secure immediate safety, call 911 as appropriate, provide trained first aid, and account for all students. Director coordinates with responders, carriers, and SER and may arrange alternate transportation or shelter.
- At federal facilities, museums, and other hosts, follow host security and responder directions. SER group leaders retain student accountability whenever feasible.
- Director coordinates with host officials on separation, reunification, and relocation. Obtain available host emergency instructions and contact details before major visits.

12. Communicable illness and suspected outbreak

- Staff promptly report clusters of similar illness to the Director. Arrange medical care and separate symptomatic students from group activities when indicated, with continued supervision.
- Notify SER leadership; consult healthcare and public health authorities when warranted; follow applicable reporting requirements and infection-control guidance.
- Director may suspend or modify affected activities. Inform affected families promptly and coordinate broader updates with SER leadership; document significant incidents.

13. Communication, family notification, and media

- Director coordinates emergency communications and may delegate family contact. Notify directly affected families promptly; maintain a communication log and protect private student information.

- Primary methods: mobile phones and group messaging. Backups: hotel landlines, agreed meeting points, offline written contact lists, and radios when practical.
- Only SER leadership or its designated spokesperson may make public statements or respond to media for SER. Staff refer inquiries and do not publish incident details or identifiable student information on social media.
- Staff may still communicate with responders, families as authorized, and mandatory-reporting authorities.

14. Emergency student reunification and early release

- Parents/guardians arrange or authorize travel for minors. Verify the identity and authority of any adult receiving a minor; document authorization, receiving party, time, method of departure, and releasing staff member.
- Maintain appropriate supervision until safe handoff or approved departure. Director may approve lawful alternative arrangements consistent with the Enrollment Agreement.
- Confirm airline, rail, or other carrier requirements before arranging unaccompanied travel; use the Student Release Log.

15. Staff unavailability and continuity

- Director or acting Director reassigns available staff and consolidates supervised groups when appropriate. Suspend activities that cannot be safely staffed.
- SER leadership arranges additional qualified personnel or alternatives. Unapproved adults do not independently supervise minors. If safe supervision cannot be maintained, SER leadership determines modification or early termination.

16. Catastrophic incidents

- Director activates emergency services, protects and accounts for other students, and notifies SER leadership immediately as circumstances permit.
- SER leadership coordinates family notification with medical and law enforcement authorities. Do not announce or confirm a death before official verification.
- Preserve relevant records, cooperate with authorities, arrange appropriate student and staff support, and have SER leadership determine continuation or termination.

17. Emergency purchasing and financial controls

- Director may incur necessary reasonable emergency costs for lodging, transport, meals, supplies, and student safety without a fixed dollar cap.
- Notify SER leadership as soon as practicable; keep receipts and document the emergency purpose. Seek approval for additional nonurgent expenses when practicable.
- Refunds and financial obligations following cancellation are governed by the Enrollment Agreement.

18. Documentation, after-action review, and retention

- Use the standardized SER Incident Report for significant emergencies, ordinarily within 24 hours when practicable. Record timeline, people involved, firsthand observations versus reports from others, actions, notifications, and follow-up.
- Director reviews reports and provides SER leadership appropriate documentation. Store records securely and limit access to authorized personnel.

- Director conducts an appropriate staff debrief and submits an After-Action Review ordinarily within seven days. SER leadership assigns corrective actions and tracks implementation; protect sensitive investigations and student privacy.

19. Governance and maintenance

- SER leadership reviews and approves the master plan at least annually and after significant incidents when warranted.
- Before each academy, the Director completes the academy-specific information sheet, confirms contacts, emergency roles, transportation, host procedures, and staff training.
- Keep an approved version and revision history. Distribute current instructions to supervising staff and replace outdated copies.

Operational appendices

Use the companion Staff Quick Reference, Academy Emergency Information Sheet, Incident Report, After-Action Review, Student Release Log, and Individual Emergency Assistance Plan templates.

Staff Emergency Quick Reference

Keep available on site and offline • Read with the master plan

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Immediate priorities

- Protect life: call 911 when indicated; take immediate protective action.
- Notify Academy Director / acting Director.
- Account for your assigned students; report anyone missing immediately.
- Follow responders and facility security. Maintain supervision and privacy.
- Record times, actions, and notifications; do not speculate.

Scenario actions

Medical emergency: Call 911 when appropriate; first aid within training; Director coordinates parents, hospital, and supervision.

Missing student: Tell Director immediately; verify last known location and permissions; search safely; police promptly when warranted; no waiting period.

Fire / evacuation: Follow alarms and official instructions; use assigned assembly area; count students; do not reenter until cleared.

Threat / violence: Evacuate or shelter based on conditions and official instructions; do not confront an armed attacker.

Severe weather: Follow official alerts; shelter or evacuate as directed; account for students.

Mental health crisis: Inform Director; call emergency services for imminent danger; remain with student when safe.

Abuse concern: Protect student; make legally required external reports directly; avoid investigating; notify Director or independent SER leader.

Illness cluster: Notify Director; arrange care, separate symptomatic students when indicated, maintain supervision.

Transportation / host site: Follow responders and host security; count students; coordinate safe reunion and relocation.

Communications and releases

- Use mobile/group messaging; backups include hotel landlines, offline contacts, and designated meeting points.
- Director coordinates parent updates. Only SER leadership/designated spokesperson speaks publicly.
- Do not release a minor without verified authorization, identity check, and release-log entry.

If staffing or location becomes unsafe

- Reassign staff and consolidate groups as needed; suspend activities that cannot be safely supervised.

- Director may relocate students and authorize necessary emergency spending immediately. SER leadership decides academy-wide cancellation.

Fill in before each academy

Director / cell	_____
1st alternate / cell	_____
2nd alternate / cell	_____
Hotel front desk / address	_____
Primary assembly / alternate	_____
Nearest emergency department	_____
SER leadership emergency contact	_____

3. Academy Emergency Information Sheet

Academy-Specific Emergency Information Sheet

Complete and distribute to supervising staff before each academy

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Academy identification

Academy / dates	_____
Director / phone	_____
First alternate / phone	_____
Second alternate / phone	_____
SER leadership contact	_____

Lodging and emergency locations

Hotel / street address	_____
Front desk / security	_____
Primary assembly area	_____
Alternate assembly area	_____
Shelter-in-place location	_____
Alternate lodging option	_____
Nearest emergency department	_____
Other urgent-care resource	_____

Transport and host facilities

Primary transportation provider / contact	_____
Backup transportation / contact	_____
Host facility emergency contacts	_____
Restricted-site instructions / locations	_____

Student supervision and communications

Master roster location / offline backup	_____
Group leader assignments	_____
Parent contact list location	_____
Primary messaging channel	_____
Backup communication / meeting point	_____
Emergency assistance plans stored with	_____

Pre-opening verification

☐ Emergency contacts tested / verified

☐ Hotel evacuation and accessible procedures reviewed

☐ Host security instructions requested

☐ Group assignments and alternates confirmed

☐ Staff briefing and tabletop completed / attendance recorded

☐ Student orientation scheduled

☐ Offline contacts and release forms accessible

Completed by: _____ Date: _____ Reviewed by: _____

SER Incident Report Form

Significant emergencies • Complete ordinarily within 24 hours when practicable

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Incident identification

Academy / location: _____

_____

Incident date and time: _____

_____

Reported by / role / contact: _____

_____

Incident type: _____

_____

Director notified at: _____

_____

SER leadership notified at: _____

_____

People and immediate response

Individuals involved (use secure attachment if needed):

_____

_____

Immediate danger and protective actions: _____

_____

911 / emergency responders contacted (time and agency):

_____

_____

Medical care / transportation / destination: _____

_____

Student accountability and supervision: _____

_____

Parent/guardian notifications (who, when, by whom):

_____

_____

Factual record

Timeline (times and actions): _____

_____

Firsthand observations (identify observer): _____

_____

Information reported by others (identify source):

_____

_____

Witnesses / relevant records or evidence: _____

_____

Current status / unresolved safety concerns: _____

_____

Follow-up actions and responsible persons: _____

_____

Prepared by / date: _____ Director review / date:

_____

Confidential: store securely; avoid diagnoses, speculation, and unnecessary personal details.

5. After Action Review Form

SER After-Action Review Form

Significant emergencies • Target submission within seven days when practicable

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Incident and review details

Academy / incident date / incident report reference:

_____

_____

Review date / Director / participants:

_____

_____

Short factual summary:

_____

_____

Response assessment

What worked well?:

_____

_____

What did not work as intended?:

_____

_____

Were student accountability and supervision maintained?:

_____

_____

Were communication and family notifications timely?:

_____

_____

Were emergency resources, facilities, and transport adequate?:

_____

_____

Were accessibility and safeguarding needs met?:

_____

_____

Corrective actions

Improvement / action owner / target date:

_____

_____

Training or policy changes required:

_____

_____

SER leadership decision and follow-up status:

_____

_____

Director signature/date: _____ SER leadership review/date: _____

Protect confidential records and ongoing investigations; avoid premature conclusions.

6. Student Emergency Release Log

Student Emergency Release Log

Use for verified emergency departure or reunification

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Academy: _____ Date / emergency: _____

Release record 1

Student name: _____

Parent/guardian authorizing / method / time:

_____

Receiving adult / relationship OR approved travel itinerary:

_____

Identity and authority verification method: _____

Departure time / location: _____

Releasing staff member / signature: _____

Director approval of alternative arrangement (if applicable):

_____

Release record 2

Student name: _____

Parent/guardian authorizing / method / time:

_____

Receiving adult / relationship OR approved travel itinerary:

_____

Identity and authority verification method: _____

Departure time / location: _____

Releasing staff member / signature: _____

Director approval of alternative arrangement (if applicable):

_____

Release record 3

Student name: _____

Parent/guardian authorizing / method / time:

_____

Receiving adult / relationship OR approved travel itinerary:

_____

Identity and authority verification method: _____

Departure time / location: _____

Releasing staff member / signature: _____

Director approval of alternative arrangement (if applicable):

_____

Release record 4

Student name: _____

Parent/guardian authorizing / method / time:

_____

Receiving adult / relationship OR approved travel itinerary:

_____

Identity and authority verification method: _____

Departure time / location: _____

Releasing staff member / signature: _____

Director approval of alternative arrangement (if applicable):

_____

Keep completed logs with restricted-access academy incident records.

Individual Emergency Assistance Plan

Confidential • Need-to-know distribution only

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Student and consultation

Academy / dates:

_____

Student name / assigned group:

_____

Student and parent/guardian consulted / date:

_____

Director / assigned assisting staff:

_____

Emergency assistance arrangements

Relevant functional support need (avoid unnecessary diagnosis):

_____

Evacuation / stairs / accessible routes:

_____

Shelter-in-place / alternate location:

_____

Communication / comprehension assistance:

_____

Transportation and relocation assistance:

_____

Essential medication or medical supplies access:

_____

Backup staff and contingency if assigned helper unavailable:

_____

Review and safeguards

Hotel/host coordination completed:

_____

Instructions shared with designated staff only:

_____

Plan reviewed with student where appropriate:

_____

Director review / date:

_____

Store separately from general staff rosters; share only information necessary to assist the student safely.