

Shots. Shock. Recovery

What We Can Learn



March 20, 2018, 2018 A4LE Conference

Dr. Joanne S. Avery, Superintendent, Anderson School District 4

150 School Shootings and 250 Deaths



It was a typical day...

1:41:29 - Truck enters school property

1:41:40 – First shots fired 11 Seconds

1:41:52 – Gun jams 23 Seconds



2 Volunteer firefighters were 1st to arrive on the scene 12 minutes later

- School went into lockdown
- Perpetrator was locked out of the building
- 4 victims were wounded, 1 student later died from a level 1 trauma injury
- Employees & students remained in lockdown for 60 minutes or more
- Parents were immediately onsite long before law enforcement arrived

The History of Active Shooters

- **Active shooters are studying and learning from past events, in order to make their events even deadlier. They know they are on the clock, that someone is going to stop them, and that they need to do as much damage as quickly as they can.** (Peter Blair, Associate Professor of Criminology, University of Texas)
- **Since 1992, there have been more than 400 school shootings in the United States and 600 averted school shootings.** Bockler, N. (2013) School Shootings: International Research, Case Studies, and Concepts for Prevention, New York
- **A review of 160 active shooter events found the following:**
 1. 69% of incidents ended in 5 minutes or less
 2. 23% of incidents ended in 3 minutes or less
 3. 67% of incidents were over before the first police arrived
 4. Most victims were shot within the first 3 minutes of the attackBlair, J. & Schweit, K.W. (2014), A Study of Active Shooter Incidents, 2000 – 2013, Texas State University and FBI
- **Average urban police department response time is 3-6 minutes**
Winkle, J. (Spring 2009) Active Shooters in Secondary Schools, The Unique role of the Physical Educator, Illinois Journal

The History of Active Shooters

- **Most school shootings have occurred in affluent communities**

Baldanza, M.V. (September 2005) Fire Department Response to Active Shooter Incidents, Fire Engineering, (158)9, 105-108.

- **The majority of school shootings have occurred in semi-rural or rural areas**

Newman, F. & Fox, C. (2009) Repeat Tragedy: Rampage Shootings in American High Schools and College Settings, 2002-2008, American Behavioral Scientist, (52) 9, 1286-1308.

- **98% of active shooter events have occurred in jurisdictions with small or medium law enforcement agencies (fewer than 100 officers)**

Schweit, K.W. (2013), Addressing the Problem of the Active Shooter, 2000 – 2013, FBI Law Enforcement Bulletin.

- **Threat Leakage is one of the best and most important predictors of an adolescent's impending violent act (utterances, emails, texts, letters, voice mail, blogs, Internet postings, Tweets, videos)**

Meloy, J.R., O'Toole, M.E. (2011) The Concept of Leakage in Threat Assessment, Behavioral Sciences and the Law, 29:513-527.

What We Can Learn

- **BE PREPARED**

- Regularly Practice Active Shooter Responses at Different Types and Times of Day (**Safe Room**)
Alert (Plain Language), Lockdown (Barricade), Inform (Shooter Whereabouts), Confront (Create Noise/Movement), Evacuate (If Safe, Leave Danger Zone)
- Build Relationships in Advance with First Responders and Local Churches
- Conduct a Facility Safety Audit with Law Enforcement to Determine Vulnerable Areas (Recess, Outside PE, Exterior Door Entrances, Excessive Windows, Main Entrance (air locks, receptionist protection, flow)
- Have Back-Ups for Crises Response Team Assignments
Include Assignments for Helping with Incident Perimeter
- Designate a Driver for the Superintendent

The last US school fire with fatalities was in 1958.



What We Can Learn

- **BE PREPARED**

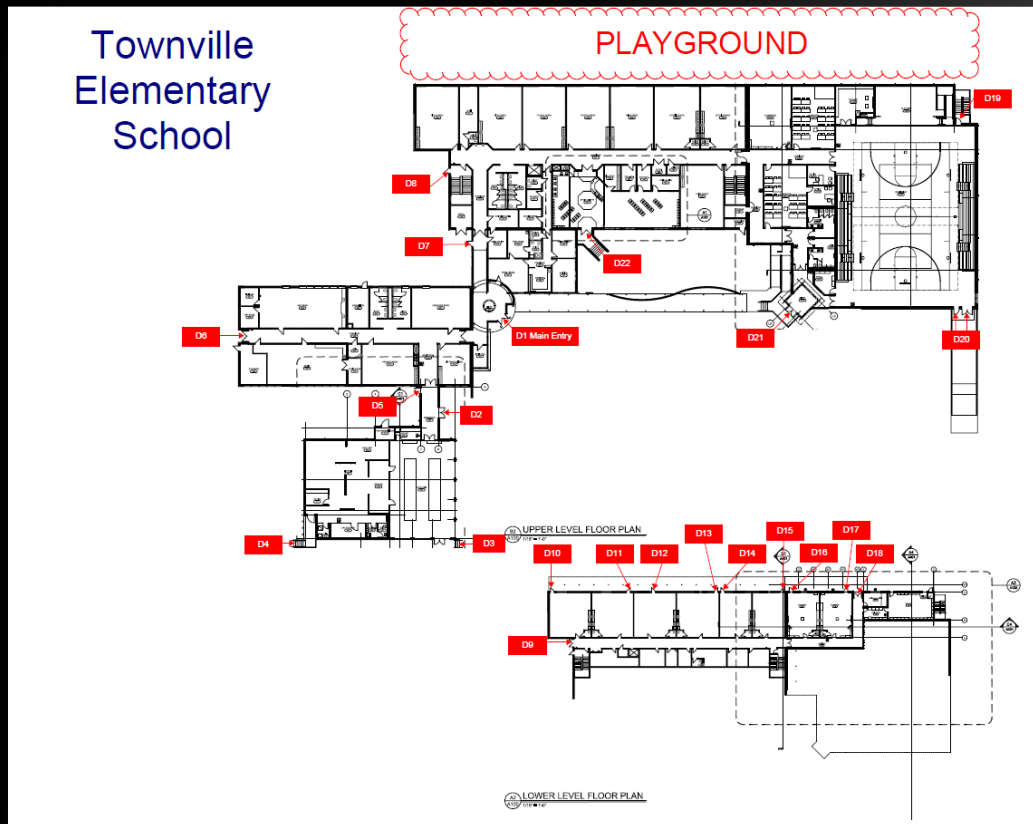
- Establish and Practice Leadership Central Office Response/Support Plan - Assignments for cabinet members
- Establish Resource Partnerships Between Local School Districts
- Install Trauma Kits and Provide Training (All Adults)
 - Apply a Tourniquet
 - Pack a Wound
 - Handle Burns
- Have a Plan for Memorials
- Prepare Employees for First Responders Response
- Support will be needed for Victims
 - Hospital Outreach, EAP (\$1.38/E)
 - Mental Health Counseling (Students, Staff, Bus Drivers, Other Locations)
 - Substitutes for Teachers
 - Learning Regression Options
 - Consultants (Parent, Spouse, and Employee Meetings)
 - Grant Writing



What We Can Learn

- **ENSURE FIRST RESPONDERS ACCESS**

- Knox Boxes
- Law Enforcement Boxes (Contents)
- Door and Window Labeling
Breached Doors and Markings



What We Can Learn

- **DEVELOP AND PRACTICE AN EFFECTIVE COMMUNICATIONS PLAN**

- During Event: Employee Cell Phones (REM4), 2-Way Radios, Safeceivers)
- Parent Messaging System
- Parent Notification (Timing) and Ongoing Messages
- Develop Central Office Response Plan Using Support Personnel For:
 - Handling and Distributing Calls (Media, Government Officials)
 - Providing Updated Messages to Central Office Staff and School Receptionists
 - Parent Messaging and Social Media Posts
 - Communicating With Neighboring School Districts
 - Handling the Outreach/Gifts
- Have Different Type of Phone Chargers in Crisis Response Kit
- Security Cameras Access (Cell Phones, Law Enforcement)
- Inform Employees About Appropriate Use of Email (FOIA)
- Be Prepared for the Media (Spokesperson)

*School shootings are a community event,
not just a school event.*



What We Can Learn

- **DETERMINE REUNIFICATION OPTIONS AND RESOURCES**

- Proximity of Options – Use of Other Schools
- Parents Were Onsite Before Law Enforcement - Scanners and Social Media
- 2 Large Spaces Are Needed For The Process (Students and Parents)
- Have District Team Members Identified to Oversee This (School Employees and Parents Are in Shock)
- Need Live Data Access at Reunification Site – PS Data Needs to be Accurate
- Computer and Printer for Rosters, Parent Signatures
- Develop A Plan For Extra Buses Needed for Evacuation
- Provide Water & Snacks for Students & Staff (Lockdown for Sometime)

- **NEW CONSTRUCTION – BE MINDFUL OF SAFETY**

- Glass Windows by Classroom Doors, Front Entrance
- Front Entrance Access Flow
- Playground Locations
- Classroom Locks (Proxy Card)
- Perimeter Protection (Fencing & Gates)
- Landscaping and Security Cameras
- Outside Communication (PA System)



What We Can Learn

- **ADULT BEHAVIOR – BE VISIBLE & VIGILANT**

- Buzz-in Process
- Recess Plan
- Propping Doors Open
- Questioning Visitors Without ID
- Listen and Share Student Threats

Being vigilant and visible does not include arming teachers and making them responsible for the safety and security of our children. This should be left to trained law enforcement officers.



We may not be able to stop a bad person from doing something bad. But we can continue to explore new opportunities to ensure that we are doing everything reasonable to make our campuses as safe as possible for our students.