# School Safety in a Post-Sandy Hook World

# by Kenneth S. Trump

Education Commission of the States July 1, 2014



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Additional Free Information and Resources:

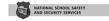
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# **School Safety in a Post-Sandy Hook World**

Ken Trump National School Safety and Security Services @safeschools

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# Direction of school safety: A clear relationship from the field



Prevention
Intervention
Security
Preparedness
Training



**Serious Incidents** 

Lawsuits

Parent/Media Concerns

## **Continuum of Threats and Responses**

- A continuum of threats
  - Bullying, aggressive behavior
  - Weather and natural disasters
  - Custody issues, irate parents, disgruntled individuals
  - Bomb threats, death threats, misuse of technology
  - Lone wolf actors, active shooters, terrorism

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## **Continuum of Threats and Responses**

- Continuum of responses:
  - Prevention, intervention, preparedness, response
  - Curriculum, counseling, mental health, emergency / crisis planning, security and law enforcement, collaboration and partnerships, etc.
  - Security people, training, physical security, crime prevention, security and school-based police staffing, reporting, etc.
  - Preparedness plans and teams, tactical, drills and exercises, crisis communications, community partnerships, etc.
  - Prevention and intervention school climate, discipline, mental health, intervention and prevention programming, etc.

### Schools face new wave of violent threats sent by social media and other electronic means, study says

Posted by Ken Trump on February 25, 2014

More than one-third of violent threats to schools since the beginning of this school year were delivered by social media, email, text messaging, and other electronic forms, according to a new study by our national school safety consulting firm.

"The cost of these threats in taxpayer dollars for police response, lost instruction time, and anxiety among students, teachers, and parents is staggering. School administrators and safety officials now face bomb, shooting, and other threats delivered and spread so rapidly on Facebook, through international proxy servers, by email, and in other electronic forms that they must have threat assessment protocols and crisis communications plans ready to go alongside of their traditional emergency response plans," said Kenneth Trump, President of National School Safety and Security Services.

We looked at 315 documented school bomb threats, shooting threats, hoaxes and acts of violence in 43 states during the first six months of this school year from August, 2013, through the end of January, 2014.

While the vast majority of incidents studied turned out to be false reports, 17 incidents were serious and stand out because of the type of threat, or the violence that resulted. Many of these incidents appear to have been preceded by no warning whatsoever:

- California suicide (linked to social media)
- · Alabama school fights (linked to social media)
- Δranahne High School Colorado: Shooting death

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Our study revealed a disturbing trend in how threats are delivered with more than one-third being sent by social media and other electronic forms of communication:

- · Electronic, including social media, email, text message 109 (35%)
- · Bathroom graffiti 48 (15%)
- · Note found in school 27 (9%)
- · Phone threats 36 (11%)
- · Verbal threats 31 (10%)
- · Police refused to say how threat was delivered 56 (18%)

We also found emerging indicators of a new trend of threats made by individuals outside of schools who are trying to distract police from community-based crimes or to extract revenge against their rivals in business and criminal activities:

- 7 (2%) of the school threats in the study were linked to bank robberies:
  - Cleveland, OH: December 9, 2013
  - Charleston, MO: Dec. 13, 2013
  - Albany, GA: Dec.4, 2013
  - Liberty County, GA: Nov. 14, 2013
  - Swainsboro, GA: Sep.6, 2013
  - Clair Co. Michigan: Oct. 4, 2013
  - Genessee Co. Michigan: Nov.23, 2013
- A 32-year-old man was arrested by suburban Cleveland police for making a bomb threat to an elementary school in an alleged effort to get back at a person who owes him money.
- An 18-year-old suburban Chicago man is accused by police of calling in a fake school shooting threat in an effort of revenge against another individual allegedly involved in a drug deal gone bad.

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## Focus on Proven, Reliable Best Practices

- Proven drills (lockdowns, evacuations); diversified drill training
- Building relationships, training and engaging students
- Reaching out to non-traditional community partners
- Part of the culture 5 minute rule, safety roundtables at admin meetings
- Conduct tabletop and mini-tabletop exercises
- Proactive safety communications and crisis communications plans

## Policy and Funding - Climate and Context

- Federal
- State
- Local
- Skewed policy, funding and practice

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# Policy and Funding - Things to Avoid

- High-level, low-impact conversations
- **■** Fads, feel good but no practical implementation
- Skewed policy and funding vs. comprehensive approach
- Overly prescriptive vs. local flexibility
- Do something for the sake of doing something --- and do it FAST

# **State Policy and Funding - Meaningful Things to Consider**

- Investing in people sustained school safety training
  - Indiana School Safety Specialist Academy
  - Oklahoma School Security Institute
  - South Carolina DOE and U.S. Attorney workshops

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# **State Policy and Funding - Meaningful Things to Consider**

- Improving school crime reporting and tracking
- Crisis plans, drills and accountability
- Strengthening SROs, physical security, communications
- Improve training of education and safety professionals
- Balance security and emergency preparedness with prevention and intervention (school climate, school mental health, discipline, etc.)

# **State Policy and Funding - Meaningful Things to Consider**

- Linking education, homeland security / emergency management, justice, and mental health
  - Who with front-line knowledge is at the table?
- Comprehensive, not skewed policy and funding
  - Avoiding the swinging pendulum of extremes

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## Policy and Funding - Climate and Context

- How does this help a principal better secure her or his building, and better prepare for emergencies?
- What are the implications for implementation?
- Is it practical, helpful to those on the front lines?



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# 10 lessons learned from the Sandy Hook school shootings

Posted by Ken Trump on December 4, 2013

Our team's analysis of the Sandy Hook Final Report released by the Connecticut State's Attorney continues with 10 key lessons learned for school security and emergency preparedness.

While additional details may be revealed in forthcoming documents from the Connecticut State Police, 10 important lessons from Sandy Hook have emerged based upon the final report, information shared with us by individuals involved with the incident, and other published reports:

- 1. Invest in the people side of school safety. The principal and school psychologist lost their lives moving toward the shooter. Teachers and teacher aides in two classrooms died with their children. The office staff minimized their visibility and as shots were being fired in the hall still managed to call 911. The school custodian ran through the building alerting teachers to lock down as he helped lock classrooms. People are the first line of defense for student safety. We need to invest more in training and preparing our students and staff for safety, security and preparedness versus skewing our focus on security equipment.
- 2. Lockdowns work and are still one of the most effective tools available to get students and staff out of harms way. While 26 students and staff sadly lost their lives at Sandy Hook, many lives were saved due to students and staff locking down. The final report indicates that classrooms on both sides of the rooms where the killings occurred locked down and remained quiet with no one harmed. The shooter bypassed the first classroom that was locked down and had a piece of paper covering the window that remained from a lockdown drill the week prior to the shootings.

The principal told everyone to stay put, not to run or attack the gunmen, and one shot staff member made it back into the conference room, locked down, called 911, and activated the PA.

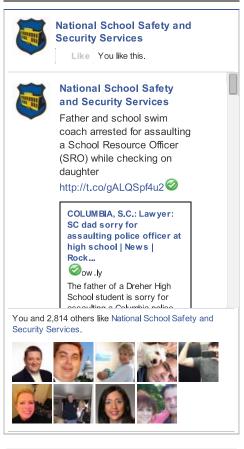
Office staff and the school nurse locked down. We have been told that a secretary and nurse locked down so successfully that they went undetected during multiple police sweeps of the building and were detected only after police set up a command center in the office nearby where they were locked down.

The final report indicates the two rooms where the children and educators were killed had unlocked doors, showed no signs of forced entry, and keys were found on the floor nearby one killed teacher. This suggests not that these rooms were locked down and breached, but that they may not have had time to lockdown.

- 3. Diversify drills and make them reasonable but progressively challenging. Conduct lockdown drills between class changes, during lunch periods, upon student arrival, at dismissal, during staff-only in-service days. Remove the building's leadership team and office staff to see how drills unfold without them, as was the case at Sandy Hook once the principal and psychologist were killed and the office staff's ability to act was marginalized by an immediate threat.
- 4. Engage support staff. While schools are much better at doing so today, many still do not fully engage support staff such as food services, custodial and maintenance, office support staff, bus drivers, and others in training sessions, drills and crisis teams. At Sandy Hook, the custodian heroically ran through the building alerting staff and helping them by locking doors. The office staff members were the first to see the shooter.
- 5. Train and empower all staff. Prior lockdown drills were reportedly held at Sandy Hook which surely helped many staff quickly do so during the shooting. Evacuation planning, parent-student reunification and other best practices for training and planning are critical to school



## **SCHOOL SAFETY NEWS**





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preparedness. Reasonable student training is also important.

- 6. Assess physical security at each school due to unique designs and issues. The classrooms where children and staff died at Sandy Hook had connecting doors in the walls. Restrooms inside the classrooms helped as places for young children to lockdown. Each school district is unique and schools within each district are unique, requiring building-specific assessments and actions as appropriate to identify strengths and areas of concern.
- 7. Strengthen communications capabilities and create redundancy. The ability to activate the PA from multiple locations was helpful in alerting others of the shootings at Sandy Hook. As noted in Chuck Hibbert's blog article this week, Connecticut State Police radios did not work inside the school. Have redundancy in communications in the event "Plan A" fails.
- 8. Recognize and address the elephants in the living room: Mental health, home dysfunction, weapons, violent videos, etc. These are largely home and community issues that must be recognized, acknowledged and addressed by parents and the community.
- 9. Think and act cognitively, not emotionally; and measured, not knee-jerk and related to this lesson:
- 10. Stay focused on proven, tested and reliable best practices. Experienced school safety professionals, psychologists and many educators have expressed concerns since December of 2012 about far too many emotionally-driven ideas and actions based upon what people believed occurred at Sandy Hook. Bulletproof backpacks, bulletproof whiteboards, vendors and consultants pushing expensive classroom surveillance cameras activated by individual teacher panic alerts, software developers providing lockdown or shooter notification apps (that could result in not only first responders rushing to the school, but also undesired onlookers like the NY man who went to Sandy Hook to see what was going and got detained by police), and others have jumped into the fray with questionable proposals.

Many schools rushed to fortify their front entrance doors, failing to recognize that the Sandy Hook shooter shot out the glass next to the doorway, not in the actual doorway. Some mistakenly have downplayed and/or dismissed lockdowns as effective tools. Others have encouraged students and staff to evacuate and run anywhere and everywhere possible, which in the case of Sandy Hook appears to have adversely impacted police from getting inside the school once they arrived.

Teaching children and teachers to throw things at, and to attack, armed gunmen is another flawed theory put forth with greater emphasis after Sandy Hook. Yet the Sandy Hook principal and psychologist were instantly killed while moving toward the heavily armed gunman. The staff member who was near them and got shot went back into the conference room, locked down and lived. Students who locked down, even inside the inner classroom restrooms, survived. Classes on both sides where the shootings occurred quietly locked down and survived.

More lessons may follow, and some amendments to the above may be needed, with the release of additional documents. But for now, based upon what is known, the above lessons remind us to focus on proven, reliable best practices.

Ken Trump

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7 thoughts on "10 lessons learned from the Sandy Hook school

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- School visitation programs beef up police presence, but not budgets
- Getting to the Heart of Education- Listening to the Whole At-Risk Student
- Training office staff critical to school entrance access control
- Schools face new wave of violent threats sent by social media and other electronic means, study says
- Are schools the targets for new hoax shooting and bomb threats?

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While the vast majority of incidents studied turned out to be false reports, 17 incidents were serious and stand out because of the type of threat, or the violence that resulted. Many of these incidents appear to have been preceded by no warning whatsoever:

- · California suicide (linked to social media)
- · Alabama school fights (linked to social media)
- Arapahoe High School, Colorado: Shooting death
- Florida shooting injury-after a football game
- · Massachusetts Teacher killed
- Sparks, Nevada: 2 shooting deaths
- Winston Salem, South Carolina: 1 student wounded in shooting
- Pittsburgh, Pennsylvania: 1 wounded in shooting (linked to social media)
- · Houston: 1 student stabbed to death
- Memphis 5 yr. old discharges gun in backpack
- Kansas City boy threatened another kid with gun
- Texas boy threatened kid with zip gun
- New Mexico 13 yr.old shot 2 others with shotgun hidden in band instrument case
- Kansas 17 yr old boy hatched murder-for-hire plot against principal
- Philadelphia boy shot 2 kids in high school gym
- Hawaii runaway teen enters school with knife, scuffles with police, gets shot
- Colorado boy sets himself on fire at school

The vast majority of school threats are empty. Kids often claimed they were joking or did not mean



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#### 3/6/2014 Schools face new wave of violent threats sent by social media and other electronic means, study says | School SecuritySchool Security

it. But police are taking no chances and responding to every call. This is costing taxpayers real money and raising the anxiety level of millions of children and their parents.

Our study revealed a disturbing trend in how threats are delivered with more than one-third being sent by social media and other electronic forms of communication:

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In our broader analysis of school security incidents nationwide, we are seeing too many school and safety officials make knee-jerk reactions to threats by prematurely evacuating and/or closing schools, possibly exposing children to greater danger. Schools must work with their public safety partners to put threat assessment protocols in place for evaluating bomb threats and assessing school shooting and other threats. Schools must also have crisis communications and social media plans in place so school leaders are ready to hit the ground running when a threat strikes their school-community.

To help superintendents, principals, school boards and their crisis teams better prepare for this new wave of electronic threats, we spent the last year incorporating a <u>crisis communications and social media assessment component</u> as a standard part of our school safety assessment consultation services for schools. Our team of veteran news and communications strategists work with school administrators and communications staff to analyze school web sites, review communications policies and protocols, identify ways to coordinate messaging with community partner agencies, and share the latest strategies from traditional to digital media to help better communicate with parents and the school-community on safety and other educational issues.

Are your school leaders prepared for the new wave of violent threats delivered electronically? Do your schools have traditional emergency guidelines, threat assessment protocols, and crisis communications strategies in place and ready to go?

Ken Trump

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- Training office staff critical to school entrance access control
- Schools face new wave of violent threats sent by social media and other electronic means, study says
- Are schools the targets for new hoax shooting and bomb threats?
- <u>Teaching students to attack gunmen is NOT the</u>
   standard of care

# NATIONAL SCHOOL SAFETY AND SECURITY SERVICES®

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### Focusing on the Fundamentals of School Safety:

### 10 Key Points to Remember

- 1. The first and best line of defense is a well-trained, highly-alert staff and student body.
- 2. School safety is everyone's job: Administrators, teachers, all support staff, students, parents, and all other adults.
- 3. Supervision, supervision and supervision. (Did we mention supervision?)
- 4. Children want and need order, structure and discipline.
- 5. Discipline must be firm, fair and consistent (and applied with good common sense).
- 6. Deal with small problems while they are small problems.
- 7. The fourth "R" in education today is "relationships":
  - a. Knowing students and having positive professional relationships with students.
  - b. School officials having working relationships with public safety and other school-community partners.
- 8. We can't change the climate if we don't change the conversation.
  - a. If you are not talking about school safety and emergency preparedness, it is hard to expect improvements in school safety and preparedness.
- 9. A crisis plan left on a shelf is not worth the paper upon which it is written.
- 10. Keys to preparing for emergencies:
  - a. Plan, prepare and practice!
  - b. Focus on the fundamentals. Details in planning will make or break you!

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10 Practical Things Parents Can Do to Assess School Security and Crisis Preparedness

by

Kenneth S. Trump, M.P.A.

- 1. <u>Ask your child about safety in his or her school</u>. Students often know where gaps in security exist and what can be done to improve school safety. Where do they feel most safe? Least safe? Why? What can be done to improve safety?
- 2. <u>Identify comfort levels and methods for reporting safety concerns</u>. Do students have at least one adult they would feel comfortable in reporting safety concerns to at school? Are there other methods (hotlines, email tip lines, etc.) for students to report concerns? Are parents comfortable in addressing safety concerns with school administrators?
- 3. <u>Examine access to your school</u>. Are there a reduced number of doors that can be accessed from the outside (while still allowing children to exit from the inside in an emergency)? Do faculty and staff greet visitors, challenge strangers and know who is in their school? Are there sign-in procedures, visitor identification badges, etc.?
- 4. <u>Find out if your school has policies and procedures on security and emergency preparedness</u>. Does your board and administration have written policies and procedures related to security, crisis preparedness planning, and overall school safety planning? If so, are they communicated clearly and regularly to students, school employees and parents? How? When?
- 5. Determine if your school has a "living" school safety team, safety plan and ongoing process, as well as a school crisis team and school emergency/crisis preparedness guidelines. Does your school have a school safety committee to develop an overall plan for prevention, intervention, and security issues? Are these plans balanced and not just prevention-only or security-only? Is there a school crisis team to deal with emergency planning? Who are members of the safety committee and crisis team? How often do they meet? Is there a written school crisis plan? Are there written emergency/crisis guidelines? Are these plans and guidelines reviewed regularly at least once a year? (Note: Many schools have one overall team to address both overall safety planning and crisis preparedness. Two separate groups are not necessary as long as they are dealing with all of the various issues and components.)

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10 Practical Things Parents Can Do to Assess School Security and Crisis Preparedness - page 2

- 6. Inquire with school and public safety officials as to whether school officials use internal security specialists and outside public safety resources to develop safety plans and crisis guidelines. Do school officials actively involve internal school security specialists, School Resource Officers, and other school safety specialists in developing safety plans and crisis guidelines? Do school officials have meaningful, working relationships with police, fire and other public safety agencies serving their schools? Are they involved on school safety committees and teams and/or do they have direct input on school plans?
- 7. <u>Ask if school emergency/crisis guidelines are tested and exercised</u>. Do school officials test and exercise written crisis guidelines? What type of tests do they do? For example, if they have a lockdown procedure, do they conduct periodic drills to practice them? If they cannot have full-scale exercises of emergency plans (which are often difficult to do), do they at least do tabletop exercises to test written plans?
- 8. <u>Determine whether school employees, including support personnel, have received training on school security and crisis preparedness issues</u>. Have school employees received training on security and emergency strategies by local, state and/or national specialists? Have employees also received training on their school/district specific crisis guidelines? Are all employees, including support personnel such as secretaries and custodians, included in such training? How often is such training provided? Is the training provided by qualified and experienced instructors with knowledge of K-12 specific safety issues?
- **9. Find out if school officials use outside resources and sources in their ongoing school safety assessments**. Do school officials subscribe to current publications addressing security issues? Do they attend conferences and programs on school safety? Have they reviewed their security measures, crisis guidelines and safety plans with recommendations by school safety experts?
- **10.** Honestly evaluate whether you, as a parent, are doing your part in making schools safe. Do you follow parking, visitor, and other safety procedures at your school? Do you support teachers and administrators with safety initiatives, including by asking the above questions in a supportive, non-blaming manner? Do you talk with your child about personal safety considerations, drug and violence prevention issues, and related topics early and regularly at home? Do you seek professional help for your child in a timely manner, if needed?