

# Solutions for Tomorrow's Safety Challenges

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# Active Shooter Situations

Effective Safety Management

3:00 – 4:00 p.m.



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## Agenda

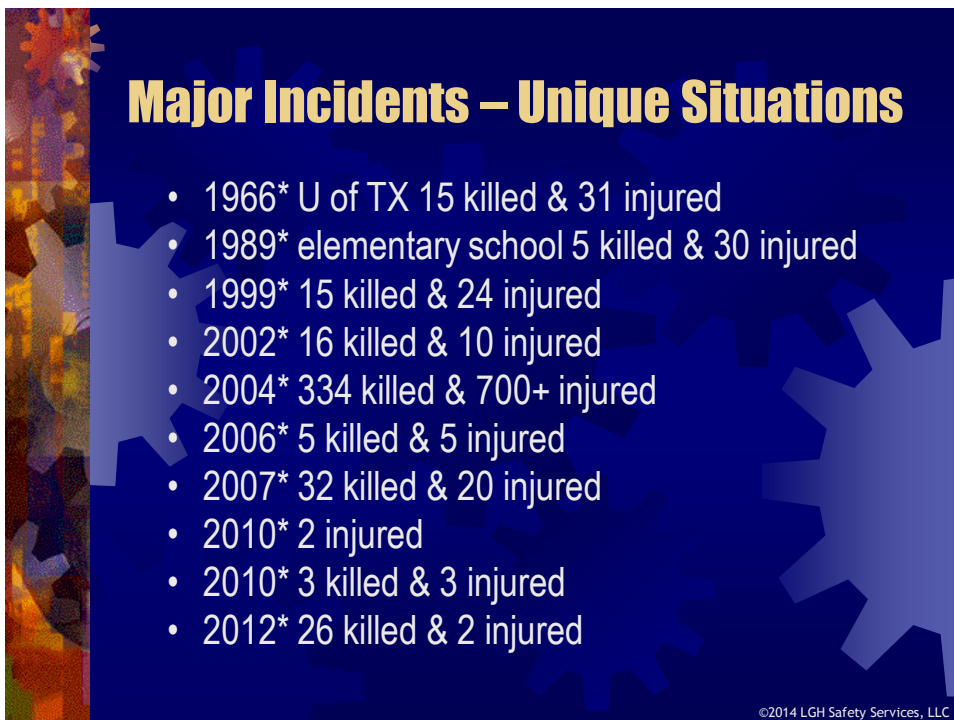
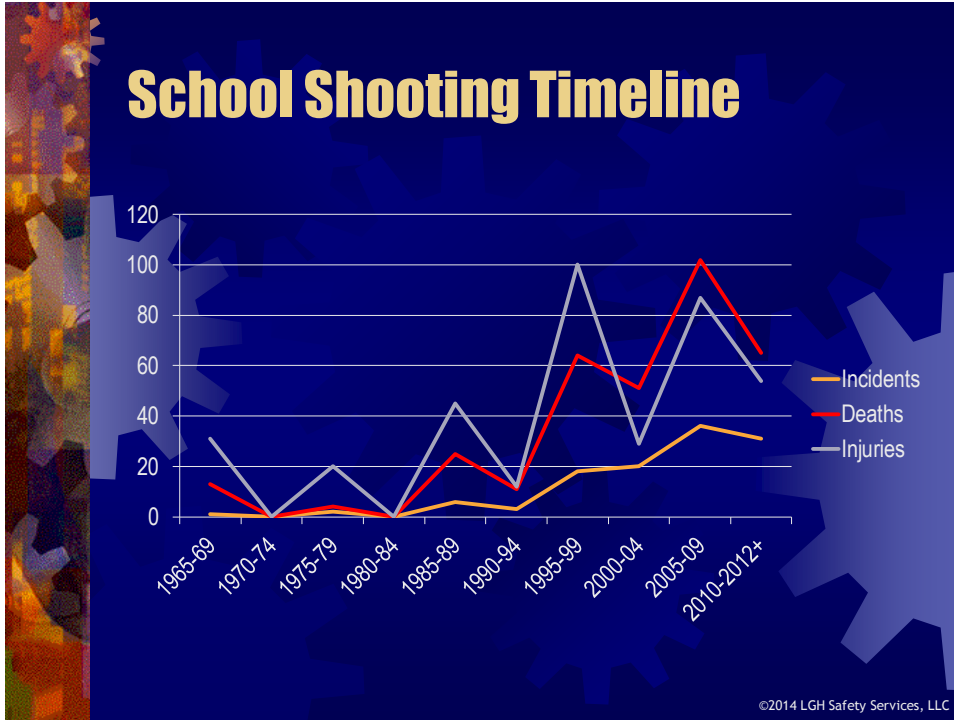
- Introduction
- “Lessons Learned” Categories
- School Safety Program Providers
- School System Activities
- How to Assess the Effectiveness of Emergency Response Plans
- Conclusion

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## Introduction

- School Shootings Reported for 47+ Years
- Since 1965
  - 117 incidents
  - 335 deaths
  - 378 injuries
- Since 1995
  - 105 incidents
  - 282 deaths
  - 271 injuries

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## Major Incidents – Unique Situations

- 1966\* sniper from elevated location
- 1989\* elementary school playground shooting
- 1999\* “active shooter”, bombs, school, responders, campus
- 2002\* secondary school, 13 teachers killed
- 2004\* summer construction workers hid firearms and bombs under gym floor for 1<sup>st</sup> day terrorist attack
- 2006\* milk truck driver kills 5 girls in Amish school
- 2007\* doors to building chained to delay responder entry
- 2010\* male teacher shooting principal and assistant principal over tenure denial
- 2010\* female professor shoots department members over tenure denial
- 2012\* male shoots way through secure door and enters school

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## The Catalyst for Change



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## Columbine

- April 20, 1999
- One Year to Plan
- Intent to Kill 500
- Destroy School
- Kill Responders
- Major Law Enforcement Strategy Change

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## Lessons Learned

- Analysis
  - Incidents
  - Exercises
- Lessons Learned
  - Categories
    - Elements
      - Sub-Elements

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## Lessons Learned

- Each Incident Can Provide New Modus Operandi
  - 1966 U of TX Sniper in Tower Kills
  - Chained Entry Doors
  - Male Teacher Shooting Principal and Assistant Principal
  - Female Professor Shoots Department Members
  - Teacher Tenure Policy Causes Two Incidents
  - Drugs and Bath Salts
  - Shoots Way into School with Assault Rifle
  - ???

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## Lessons Learned

- Analysis
  - Incidents
    - 117 involving deaths and/or injuries since 1965
  - Exercises
    - 1000s of exercises
  - Campuses
    - No two the same???
    - Design
    - Geography

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## Lessons Learned

- Categories - 11
  - Elements - 40+
  - Sub-elements – 100+

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## Lessons Learned

- Categories - 11
  - School Security
  - Communications
  - Intruder in the Building
  - Administrative Confrontation
  - Fire Alarm after School in LOCKDOWN
  - Evacuation
  - Assembly Points
  - Hazardous Vapor Release
  - Training Opportunities
  - Audits/Assessment Activities
  - Exercise Design Process

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## Lessons Learned

- Categories – School Security
  - Elements
    - Entrances
      - Sub-Elements
      - Main Entrance Control
      - Other entrances locked and monitored
      - Identify Exterior Doors
      - Identify Four Sides of Building (for Responders)

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## Lessons Learned

### Less Publicized But Still Extremely Important

- Window in Classroom Door
- Phones in Rooms
- Law Enforcement Entry into School
- Red and Green Sheets
- Custodians
- LOCKDOWN with Classes Outside
- “Secure the Building” followed by a LOCKDOWN
- Locking Classroom Doors
- Medically Fragile Students/Staff
- Fire Doors
- Evacuation
- Reunification
- One Universal Entry Point

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## Locations of Criminal Mass Casualty Incidents

### Schools

- 24%

### Office Building

- 11%

### Open Commercial

- 24%

### Factory/Warehouse

- 12%

### Other (Churches?)

- 29%



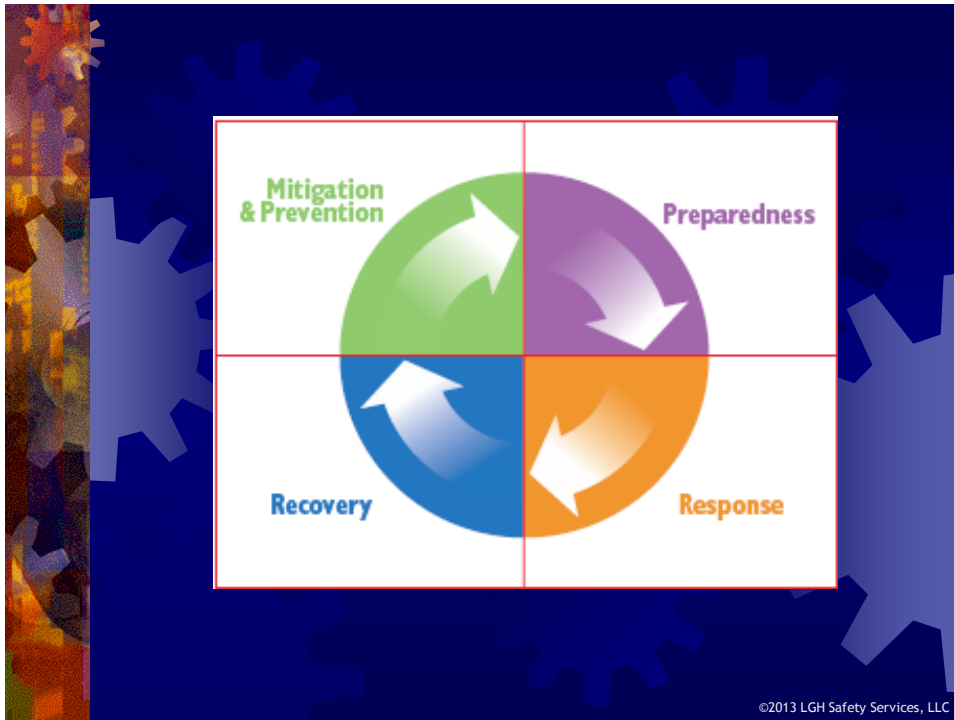
From: Firefighters Support Organization  
The Rapid Treatment Model of Active Shooter Response

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## Location Differences

- Differences
  - Schools generally have a more structured environment
    - TN SAVE Act of 2007 is a very good law (updated 2013)
  - Businesses may or may not
    - Industrial
    - Sales

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## School Safety Program Providers

- Many Organizations Have Developed Programs
- Hazard Assessment – First Step
- Four Basic Elements
  - Prevention/Mitigation
    - Elimination of Potential Hazards
  - Preparedness
    - Accommodate Hazards that Cannot be Eliminated by Planning for Credible Worst-Case and Create ERP Accordingly
  - Response
    - Steps Needed to Resolve Crisis Based on the ERP Developed by District or Facility
  - Recovery
    - The Challenge of Quickly Returning the Facility and Staff to a Learning Environment

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## **Prevention/Mitigation**

### **Goal: To Reduce The Need For Response**

- Partner with local responders to identify local hazards
- Review most recent site assessment
- Analyze incident data
- List major problems regarding student crime and violence
- Assess how above information interfaces with ERP
- How is the school's vulnerability affected?

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## **Preparedness**

### **Good Planning Facilitates Rapid Response**

- Existing crisis response plan or ERP
- Stakeholders
- Communication capabilities
- Develop maps, drawings, emergency shutdown documents
- Identify necessary crisis equipment

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## **Response**

### **Follow the Plan & Utilize Your Preparation**

- Determine if a crisis has occurred
- Identify type of crisis and implement needed elements
- Initiate communications (inside and outside)
- Monitor interfaces as possible

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## **Recovery**

### **Efficient Return to Learning and Routine**

- What is needed to return to normal?
- Restore physical plant and school community
- Assess emotional impact
- Provide follow-up interventions
- Debrief staff and responders
- Utilize “lessons learned” and incorporate into process

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## School Safety Program Providers

- Many Organizations Have Developed Programs
- FEMA Contracted for the Development of the Multi-Hazard Emergency Planning for Schools Course at the Emergency Management Institute
- U. S. Department of Education Developed a Comprehensive Model Program
- Many States Developed Their Own Plan
  - TN Developed a “Secured and Prepared Schools Program”
  - TN then Passed a Law (TN SAVE Act) that Requires Districts to Complete the Program or Face Potential Financial Consequences

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## School Safety Program Providers

- Top Rated Large School Districts are in the East
  - Fairfax County Public Schools – Virginia
  - Montgomery County Public Schools – Maryland
  - School District of Palm Beach County – Florida
  - Gwinnett County Public Schools – Georgia
  - Houston Independent School District – Texas
  - Los Angeles Unified School District – California
  - Memphis City Schools – Tennessee
  - Miami-Dade County Public Schools – Florida
  - Prince George’s County Public Schools - Virginia

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## School System Activities

- Select a Plan (pick one approved by your State)
- Commit the Resources to Complete the Plan
  - Many Do a Great Job
  - Some States Have Unfunded Mandates
  - Some School Systems Minimize Their Efforts
  - Some Try to Convince Themselves That a Catastrophe Cannot Occur in their System
- Assess Effectiveness of Plan

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## Assess Effectiveness of Plan

- Two Ways to Assess Effectiveness of Plan
  - Wait Until an Incident Occurs and Evaluate Effectiveness (totally undesirable)
  - Develop an Exercise Design Process to Safely Assess the Effectiveness of the New Plan
    - This Technique has been the Mainstay for Assessing Emergency Response Plans by Emergency Groups for Decades

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## Exercise Design Process

- Identify Exercise Need
- Select Design Team
- Select Exercise Type and Define Desired Impact
- Review Policies, Practices, and Procedures
- Identify Exercise Objectives
- Create Master Scenario
- Conduct Orientation Seminar
- Adapt Scenario to Site
- Conduct Table Top Exercise
- Critique Exercise
- Create Report that Identifies Strengths and Weaknesses
- Repeat Process with New Objectives as Needed (annually?)

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## Summary

- What We Learned
- What We Did
- What Remains to be Done
- Possible False Sense of Security
- Improving Safety in Schools (or any other industry) is a continuous process
- Campuses, Buildings, Staff, and Procedures Change
- Perpetrators Change Their Modus Operandi
- Continual Preparedness
- Exercise Design Process – FEMA G120 Course

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## Conclusion

- Campus Assessment
  - Mitigation & Prevention
  - Preparedness
  - Response
  - Recovery
- Emergency Response Plan Update
- Evolving Trends Review and Updates
- Testing the Plan
- Repeat the Process

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## Final Comments: Two Most Important Points

- Early Threat Identification
  - Recognize the Unusual
- Immediate Protective Action
  - Secure the Facility
  - Notify Authorities

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# QUESTIONS

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