

## Chapter 7

### IMPLEMENTATION OF RECOMMENDATIONS

#### SUMMARY OF RECOMMENDATIONS

The task force generated a significant number of recommendations for consideration. From the **prevention pre-plan** point of view, three major components are clear. First, school, police, and other agencies must have clearly written plans and operational procedures to deal effectively with a crisis. Second, personnel must be properly trained to deal with the crisis and follow established guidelines. Finally, prevention programs ranging from security to instructional programs for students (e.g., conflict resolution, bullying and preventing alienation) need to be established in schools.

During the **incident or crisis phase** it was emphasized that someone needs to be in charge to implement the crisis plan. Communication within the schools and among agencies is critical. Because media requests will be tremendous during the crisis phase, the concept of a Media Center was emphasized.

During the **post-incident phase** it is critical that debriefing and defusing occur for students and personnel involved in the crisis. The concept of a community memorial service was strongly recommended to help in the healing process.

From the beginning, it has been the task force's goal to put together a plan that is uniform countywide so that, in the event of a major incident, all parties involved will be operating uniformly. The recommendations need to be systematically reviewed and decisions made about their implementation.

#### PRESENTATION OF RECOMMENDATIONS TO THE COMMUNITY

It is the recommendation of the task force that the final document of task force recommendations be presented in the following order:

- A. **City, County and Township officials and Tribal Representatives**, who have very graciously supported this task force from the beginning. As many members of the task force as possible to demonstrate the interdisciplinary nature of the group should conduct the presentation. All members of the task force can participate in answering questions that are expected from government officials and tribal representatives.
- B. **School Officials**: Superintendents, principals, and board members of all schools and school systems within Isabella County, including Central Michigan University. The key task force members to do this presentation should be Robert Cosan, Roger Gilbert, Rena Richtig and at least one member of each of the other disciplines of the task force to assist in answering questions that may arise. This will be consistent through all presentations.
- C. **Law Enforcement**: The presentation should include all law enforcement agencies within Isabella County and be presented by Sgt. Douglas LaLone, with assistance from Sgt. Dan Gaffka and Officer Michael Covarrubias.
- D. **Fire and Emergency Response Teams**: This presentation should include all fire departments within Isabella County and be presented by Sgt. Douglas LaLone, with assistance from Sgt. Dan Gaffka and Officer Michael Covarrubias.
- E. **Churches**: Task force member Barry Flanders, who represents the faith-based sector of the community, should make this presentation with other members of the task force.
- F. **Mental Health and Media**: Kim Rogers and Pat Housley should make this presentation. At least one member from the other areas should be present to answer questions.
- G. **Community**: It is the recommendation of the task force that community meetings be arranged utilizing schools and churches for the meetings. Fliers should be sent out to members of the community to inform them of the date and time of the meetings as well as the purpose. At these community meetings it is important that all task force members be present to show the variety of professions involved and the unity within the group.

**H. Health Care and Hospitals, Regional:** At least one member of each group on the task force should make this presentation and answer questions.

With the exception of the presentations for City and County Commissioners, Tribal Representatives, and the community, the presentations could be conducted simultaneously, with a division of task force members from each of the disciplines. This would help to disseminate the report quickly.

## **SECURITY ISSUES**

The law enforcement component and the school component of this task force have worked together on the security issues, which they feel are necessary to make this plan work. It will be the responsibility of the task force to assign a security assessment team to visit all schools within Isabella County. A check-off security list will then be given to the schools to enable school personnel to make corrections during the summer months.

A. Members of this team will include:

1. A member of the Youth Services Unit/law enforcement.
2. A member from the tactical team/E.S.T.
3. A member of the Mount Pleasant Fire Department. The suggested person is Fire Officer Beltinck.
4. A member of all local fire agencies that have jurisdiction in all schools that we will be visiting.
5. One school official from that school.

B. The goals of this team are to:

1. Address certain security issues, such as the numbering of the doors that have been discussed in the plan and numbering of the roofs to correspond with the doors.
2. Examine and make recommendations on entrances and exits of the schools, especially during school hours.
3. Identify other security areas within each school building and the surrounding school grounds. For example, bushes that may block entrances and exits, possible hiding spots or areas that would make it

possible for a suspect to hide and become a sniper, such as was found in the site visit in Jonesboro, Arkansas.

Upon completion of the visit by the assessment team, its recommendations will be presented to each school. It will be the recommendation of the task force that the security issues addressed on the list be completed by September of the next school year.

## **TRAINING**

### **LAW ENFORCEMENT**

It is the recommendation of the task force that all uniform officers in Isabella County, including officers from the Mount Pleasant Police Department, Isabella County Sheriff's Department, Central Michigan University Police Department, Saginaw Chippewa Tribal Police Department, Michigan State Police, and Shepherd Police Department be trained in the basic tactical entry techniques needed in case there is an active shooter within a school building. It is recommended that this training be conducted during the summer months prior to the 2001-02 school year. It would be an eight-hour training session and cover the tactical plan in chapter two. Members of the Emergency Services Team would conduct the training.

### **SCHOOL TEAMS**

It is the recommendation of the task force that the school teams be trained in Incident Command. It is essential that schools have a team of staff members trained in Incident Command to handle incidents prior to the arrival of law enforcement and emergency response teams. It would be the responsibility of the schools to select the staff members for their Incident Command team. This team is referred to throughout this document as BERT (Building Emergency Response Team). Once the team has been selected, it is recommended that Richard Veech, Area Administrator for Jefferson County Public Schools, Littleton, Colorado, train all in the Incident Command system. To facilitate having Richard Veech train all school teams within a two- to three-day timeframe, it is imperative that all schools select their teams as soon as possible. The training would be for one eight-hour day. Each school would have

between six and 10 members. It is recommended that selection and training be completed by October or November 2001.

Go boxes or disaster kits as described in chapter 3 should be put together by the school staff by the beginning of the 2001-02 school year.

## **COST OF IMPLEMENTATION**

### **TRAINING**

It has been consistently recommended that school and police personnel be trained in unique strategies to effectively deal with a critical incident situation. To meet that goal the following three requests are made.

- A. School personnel would be trained in the BERT or Incident Command Model. Each participant would receive eight hours of instruction. The task force recommended six to 10 individuals from each school building. Approximately 216 participants would be trained from the various schools. The cost for speakers and compensation to employers of \$100 per participant would be **\$25,000**.
- B. Approximately 125 police officers from the five police agencies would receive eight hours of instruction that would cover tactical and incident command components. The cost for training and compensation to employers of \$100 per officer would be **\$12,500**.
- C. The task force recommended that additional persons be trained in crisis debriefing. It was suggested that there be one from each school plus task force members and four clergy. Cost of training of the approximately 50 personnel would be **\$5,000**. This includes the \$100 compensation to the employers.
- D. The above three requests mean that 395 to 400 school, law enforcement and community personnel would be trained for a cost of **\$42,500** or about \$13 per instructional hour, on average. This cost is very reasonable, considering that most six-hour workshops cost \$150 to \$200 or \$25 to \$33 per instructional hour.

## SUPPLIES AND MATERIALS

The task force strongly recommended that schools update and enhance existing instructional and emergency materials to effectively deal with a crisis.

- A. Expanded emergency and first aid supplies are necessary. We recommend two units per school at a cost of \$150 per unit. Each of 27 buildings would receive \$300 to update its supplies consistent with a checklist provided by the task force. Total cost: **\$8,100.**
- B. All schools need a crisis response box that incorporates items noted on page 31. To help defray the cost of one unit per school, the task force would make 100 per school available. Total cost: **\$2,700.**
- C. Rather than contracting for faculty, staff, students, and visitor photo ID's, the task force recommended that it would be more economic to purchase equipment to provide this service. It would cost \$1.10 per photo ID contractually, while the cost is 40 cents each with purchased equipment. The Youth Services Unit will request this item through its budget process. The cost for the equipment to photo ID the approximately 7,300 students in Isabella County, plus faculty and staff, is **\$20,000.**
- D. New, innovative instructional materials are available to schools that are specifically designed to minimize the precursors to school aggression and violence. The task force recommends that **\$7,500** be available to selectively purchase the materials, train personnel, and pilot several of these programs. Certain schools would field test the materials for subsequent use in other schools.
- E. Purchase a laptop computer, radio and pager for use in the Media Center in case of an incident in Isabella County is recommended. Cost of equipment: **\$3,000.**

The above supplies and materials requests would total **\$21,300.** The additional materials would help every school assemble the resources needed for a critical incident response.

## WORKSHOPS AND CONSULTING SERVICES

- A. The task force would like to sponsor another workshop for media personnel. Bring in a reporter who has covered a violent event or Dr. Frank Ochberg, a Lansing area psychiatrist and consultant to Columbine for various post-traumatic issues (including media relations), to conduct a two- to three-hour workshop with media or a longer community dialogue day. Cost: **\$1,000.**
- B. The availability of additional trainers and use of consultant to help in the implementation of the task force recommendations will cost **\$10,200.**

The implementation of task force recommendations will impact all areas of the community, including the Saginaw Chippewa Indian Tribe. Any service agency open to the public has a potential for violence. Training of recommended personnel will benefit all government facilities for the anticipation of and protection from violence. Facilities would include all schools, Central Michigan University, Mid-Michigan Community College, The Mount Pleasant Center, and all governmental agencies, such as the post office, city hall, townships, Social Security and the courthouse.