



CITY OF FORT LAUDERDALE

**EDUCATION ADVISORY BOARD MEETING
100 NORTH ANDREWS AVENUE
FORT LAUDERDALE, FLORIDA
8TH FLOOR CONFERENCE ROOM
THURSDAY, MAY 17, 2018– 6:30 P.M -9: 30 P.M.**

Members	Attendance	April 2018- APRIL 2019	
		Present	Absent
Robert Audet	A	0	1
Maureen S. Dinnen	P	1	0
Thomas Harrison	A	0	1
Deniece Jones	P	1	0
Terry Large	P	1	0
Jennifer Lovell	P	1	0
Dr. Heather Munns	P	1	0
Dr. Maureen Persi	P	1	0
Christopher Relyea	P	1	0
Austin Scott, Chair	P	1	0
Betty Shelley	A	0	1
Lillian Small	A	0	1
Dr. Allen Zeman, Vice Chair	P	1	0

**Appointed Members to the Board: 15
Needed to constitute a quorum: 8**

Staff

Lee Feldman, City Manager
Brad Weissman, Assistant City Attorney
Chief Rick Maglione, FLPD
Sgt. Deana Greenlaw, FLPD, Training Unit
Sgt. Mark Renner, FLPD, Training Unit
Capt. Francis Sousa, FLPD, Investigations
Junia Robinson, Staff Liaison
Charles Webster, BCSB Liaison

- 1. Meet and Greet** (Refreshments will be served)
- 2. Opening and Pledge of Allegiance – Chair**, Austin Scott
- 3. Attendance by Roll Call – Chair**, Austin Scott
- As of this date, May 17, 2018, there are 15 appointed members to the board, which means 8 would constitute a quorum. At this time, there is a **quorum**.

5. **Guest Introductions: Broward County Public School Board Members, Broward County Public School Senior Staff, Lee R. Feldman, City Manager, Rick Maglione, Police Chief Fort Lauderdale Police and Staff**
6. **Chair Austin Scott and Vice-Chair Dr. Allen Zeman – Open forum discussion addressing:**
 - **Active shooter training for public schools in the City of Fort Lauderdale**

Chair Scott stated they are most interested in the schools physically located in the City limits for the purposes of this discussion. While there are many issues involved in school shootings, he advised they would stay focused on facts and what can be done in the future.

Vice Chair Zeman mentioned that the issue of school shooters has occupied the City of Fort Lauderdale for years, but has recently come to the forefront. He said this Board had released communications with the City Commission and with School Board members on what they believe to be an appropriate standard for active shooter/active killer training in the schools. He thanked those who are present for the discussion.

Vice Chair Zeman continued that the goal of this meeting is to arrive at the earliest dates by which all middle, elementary, and high schools can get the training done.

Vice Chair Zeman distributed two papers that were written by the Broward Public Schools and that answer questions about the training.

A second purpose of the meeting is to inform everyone of where the schools are today, with the Broward County School personnel speaking first.

Jeff Moquin, Chief of Staff, Broward County Schools, referred to the distributed papers which provide background history of trainings, specifically Code Red trainings, on campus. He stated that Chief Hutchinson has been working with the multi-agency work group trying to develop a standard curriculum for the secondary schools. Secondary schools are larger than the elementary schools and have more student movement on the campus throughout the day.

Mr. Moquin stated they want to have everything packaged together and ready to go with the return of school in August, and the curriculum has been approved. There are five planning days for teachers before students return to school and while that is their target, they might have the training on the last teacher training day this month. He said they are constrained by the number of training days available for teachers as well as the number of trainers.

Mr. Moquin advised that the training for the elementary schools is about three to four hours long, including role-play scenarios where they practice proper reactions to a Code Red active assailant situation. He said they would like to deliver the training more frequently than they now do. A new requirement of Senate Bill 7026 is that the training be delivered by the agency that is going to respond in such as emergency.

Vice Chair Zeman verified that they are prepared for Fort Lauderdale Police to do the training on the last planning day of this academic year, if that is their desire. However, Mr. Moquin heard that the target has been the first planning days in August.

Chief Hutchinson said all the agencies have the final lesson plan for middle school and high school, but they still have to finalize with the modification of the presentation itself with the working group. That might entail up to 10 more slides. They need to add information about students staging, moving, and running to hide. High school involves more running. Once that is finished, they need to train all the current instructors to the new lesson plan, which will happen during the summer.

In response to a question by Vice Chair Zeman, Chief Hutchinson advised that if the City of Fort Lauderdale wants to do the active killer training on the last planning day of this academic year (May 25), it would be done on the previous training and the new lesson plan/presentation. The instructors would not likely be trained on the new lesson plan/presentation.

Vice Chair Zeman asked if Chief Hutchinson or Mr. Moquin objected to the Fort Lauderdale Police doing the training on either May 25 or the ½ day at the end of the school year in the City of Fort Lauderdale schools. Chief Hutchinson remarked it would be more difficult without the new PowerPoint presentation. They would not have been trained to the new standard. However, it would be up to Fort Lauderdale to make that determination.

Mr. Relyea confirmed that the current presentation is certified, and asked if there was a new recertification process required for the additional material. Chief Hutchinson replied in the affirmative, noting that the newer training is much more complex on instructing how to move large amounts of students, especially during the beginning or ending of school, lunchtime, etc. They want to make sure that everybody had a basic understanding of the processes. He said this new training is for middle school and high school – the elementary school training is ready to go.

City Manager Feldman confirmed that the lesson plan for the middle and high school was approved by the working group. He asked how the group will get together for the next meeting. Chair Hutchinson replied they invite everyone from the agencies, but there is a core of people in the working group who need to meet again.

Mr. Feldman expressed a sense of urgency to implement the new training. He said realistically though, they are looking at the training dates at the beginning of the school

year. He preferred that a target date be set for the completion of the PowerPoint presentation, and a date for the training of the instructors so that they do not run out of time.

Chair Hutchinson remarked it was hard to get everyone together (from 31 agencies) the last time, but perhaps they will be a little more motivated now because there is more interest. Mr. Feldman reiterated they need to set a date for the working group to meet, adding there are only 15 or 16 entities, not 31. Chief Hutchinson said they are trying to get the PowerPoint done this week or next. He said the challenge is getting the trainers together.

Mr. Feldman stated they could train two or three Fort Lauderdale Training Division people to be the trainers of 30, 40, or 50 people. He said that Broward County Sheriff Office has the same capability.

Mr. Moquin commented that he will work with Chief Hutchinson to set a schedule and put leverage on the working groups to attend. He said he needed commitment and buy-in from the municipalities and entities that they will be teaching from the same curriculum and provide the instructors.

FLPD Chief Maglione provided a history of their outreach to the schools in Fort Lauderdale. He said they have hit many roadblocks, but they have the needed staff and are ready to go. He thought the schools were afraid to schedule since some of them scheduled and then called back to cancel.

Chief Maglione thought it might be more effective to do the training shortly before school starts. Vice Chair Zeman suggested having "some training" now and the full training before school starts.

Dr. Rosalyn Osgood, District Board member, asked what would be used for the middle/high schools for training if they did it now. Mr. Feldman said they told the principals at a meeting at Fort Lauderdale High that what they would be shown now is not approved, and they may be required to do it again in several months when the entire curriculum is approved. The goal was to get training done.

Mr. Moquin stressed that the foundation of the active assailant training is Code Red, that they have training for every year. The active killer part is more in-depth, emotionally charged, and includes a practical application.

Vice Chair Zeman pointed out that according to this Board, Code Red training is no longer sufficient. Stakeholders have a high level of anxiety. Some level of training helps diminish that level, even if they redo the training later with the certified program. He said the first responders need to know the schematics of the school, who they talk to, etc.

Heather Brinkworth stated that the first responders were given all that information. She also said that a recent Code Red drill that was conducted resulted in fear among the students because they did not know it was a drill.

The question was raised as to why they just do not prepare a PowerPoint and then call it finished, and Chief Hutchinson pointed out "all the experts" have different viewpoints and contributions. He said they want everybody to be consistent in what they should do.

Chair Scott reminded all that they are tasked specifically with caring about the Fort Lauderdale schools. Any delay due to other agencies not showing up, etc., cannot be used as an explanation.

Chief Hutchinson underscored the importance of Code Red training in a real situation.

Sgt. Mark Renner said he has taught the PowerPoint to various schools. A segment of the presentation covers Columbine, knife attack, etc. He stated, however, that they do not need any more examples to convince people that it is important. Self-evacuation comes up at all the schools he has taught at and he did not think it was new subject matter, but it was new to the lesson plan itself.

Sgt. Renner provided history of his involvement in his program, which started four years ago, and said they have not even started training in middle schools. He expressed frustration at the slow implementation of the program, attributing it to an "urgent matter" that has been billed as a seven-year plan. He believed the training was not complicated, and told of instances where teachers did not know they could call 911 from their classrooms.

Dr. Osgood relayed that it was due to Code Red training that children and their teacher were protected and their lives were spared in an attack. She said in Public Administration, there are few times that different entities come together to solve problems. They want to work together and have a time line.

Mr. Feldman asked who will conduct the training at Fort Lauderdale schools. Prior to the legislative act, the working group was doing the elementary schools, and Fort Lauderdale was not allowed to do that training on their own. He wanted to know if the training would now be done by Fort Lauderdale first responders at elementary, middle, and high schools.

Chief Hutchinson verified that each city will do the training on their own, although the County will provide support if needed.

Chief Maglione said Fort Lauderdale Police would be allowed to schedule training with the schools. Chief Hutchinson added that the lesson plan should not be separated into three pieces so that it would count.

Dr. Maureen Persi suggested getting staff together at the schools and do training before school ends. When school begins, she said the students need to be involved in the training. She relayed the training that took place in her elementary school where she was principal.

Vice Chair Zeman reiterated that that if Fort Lauderdale wants to do some training now, they can. However, it will not be the whole package. Dr. Moquin said they had scheduled dates that were subsequently canceled by the schools (Sunrise Middle School, Stranahan, and Atlantic Tech).

Mr. Feldman asked how many staff would attend the May 25 planning day, as it comes before a three-day weekend. Mr. Relyea mentioned that schools shun additional personal days that straddle holidays, and they expect a good turnout. It was noted that the prospect of the training would also encourage attendance.

Ms. Dinnen confirmed that the active killer training never includes the students – it is just for staff. However, the Code Red training does include students. Chief Hutchinson described the stepped process of training.

Ms. Dinnen believed they need to tell the public they are training staff. Vice Chair Zeman suggested taking that up as an EAB issue, and Ms. Dinnen suggested that the District School Board should do it. It was determined that both can contribute to the effort

Chair Scott said his main concern that was some type of “memo” that said the local police agency should not be showing up and inviting themselves to the school to help things, and he thought that was probably taken out of context. Since the EAB only meets once a month, he wondered what could come up in between meetings. He also asked if Fort Lauderdale Police Department was welcome at all times at the schools.

Chief Maglione stated they are always warmly welcomed at the schools for whatever events they do.

Chair Scott said that the “memo” is a PR matter then, and Dr. Osgood wanted to know the origin of the memo. Nobody present had any knowledge of a memo coming from the Broward County School District referencing their relationships with local police.

Mr. Relyea commented that the technology now being used by schools (robo-calls, texts, etc.) would be a good avenue for the PR program. He said the families should be the primary concern.

Cathy ?? observed that the schools have had Code Red programs since 2014 and said the children are very well prepared.

Ms. Dinnen maintained that, in addition to the parents, the public needs to be informed, noting that funding comes from the State legislature and local property taxes. She also suggested informing the Broward County Teacher's Union about the upcoming trainings.

Mr. Moquin described the Code Red program. He said each school has a safety plan at the beginning of the year, a training of the SAFE team, and then a code training of the SAFE team. All protocols are covered. The teachers "cascade" that information down to the students, and there will be at least one code drill annually. They also get practical application throughout the year, covering such matters as lockdown.

Dr. Osgood said the District is doing a threat assessment to make the schools safer.

Chair Scott stated that the PR effort is critical and noted that the good things being done by the School Board are not told often enough. If there is a lack of information about what is being done, people may even choose not to live here.

Ms. Brinkworth pointed out that some television stations do highlight good stories, but good news does not sell newspapers. She welcomed any assistance from those present. Dr. Osgood suggested that the City of Fort Lauderdale attach some education/school subject matter to messages already being sent out to residents.

- **Mandate from State of Florida to have a School Resource Officer in each school by Fall 2018**

Vice Chair Zeman stated that the agreement that the City of Fort Lauderdale has with Broward County about having resource officers will expire. There are over 200 schools in Broward County that will be affected by this law.

Mr. Moquin clarified that the law says that each school board and school superintendent shall partner with law enforcement agencies to assign one or more safe schools. There are three basic ways to comply: contract, hire the officers, or participate in a New Guardian program (arm an employee).

Mr. Moquin announced there are additional funds through Safe Schools for School Resource Officers (SROs) – the District contributes \$46,252 per year per SRO. They now fund 166 throughout the District at a cost of \$7.7 million, along with an investment from the city.

Another component of the law is that the new allocation has to add above what the districts had for the 2017-2018 school year. They will need 80-100 additional SROs. Since they have 15 different entities involved, there are always contractual language issues.

Mr. Feldman said the biggest issue is the lack of available supply of law enforcement

officers. As of the current agreement, the City provides SROs at high schools and middle schools, but not at elementary schools. He did not know how they could assist the School Board in complying with the mandate, and did not feel comfortable taking officers off the street.

The City of Fort Lauderdale does not have much time to negotiate the new agreement with its new provisions. Mr. Feldman suggested getting the "little stuff" like gun safes taken care of outside of the agreement. Other city managers share the same concerns regarding funding. When the agreement was first implemented, there was a 50/50 split in funding between the School District and the City. Costs for an officer continue to rise, but the funding from the School District stays the same.

Mr. Moquin said they are prepared to take all the money they have for SROs and augment it from the General Fund, but it will not cover the entire cost. He elaborated that they currently fund \$7.7 million, and the new allocation is projected to be \$8.4 million. Of that \$8.4 million, charter schools get their proportionate share (\$1.4 million) so there will be \$7 million new dollars left. The total will be \$14.7 million to put towards the SROs. Between 80 and 100 new SROs, the County's contribution could be between \$55,397, and \$59,900. He said that would not cover the amount needed.

Mr. Feldman commented that the cost of a Fort Lauderdale police officer is in excess of \$130K, including benefits, but not including cars, ammunition, guns, etc. He said the City could not cost-share for all the elementary schools. He noted that the Stoneman Douglas Commission could recommend a change in the SRO staffing ratio.

Dr. Osgood addressed the need to educate the legislators as to the cost of what they are mandating.

Chief Maglione suggested that the School District hire their own police – the cost would be less than City police.

Mr. Moquin said they had considered that, but because they lack the infrastructure, it would cost more. They have always valued the model of partnering with the local municipalities and BSO. He acknowledged that every city is different and it might work in some.

Chief Maglione stated they are approximately 40 officers short; if they staffed every school in Fort Lauderdale, they would need to hire between 20 and 25 police officers. If they were hired today, it would be a year before they were ready (academy and training). Since they are already short, he could not remove officers from the street and put them in the schools.

As far as doing something different in Fort Lauderdale, Mr. Moquin said it would be to hire their own officers. Even before the mandate, getting SRO agreements executed before the beginning of school was difficult.

Ms. Brinkworth advised that State-wide there is a 3,000-5,000 officer shortage, so it is an issue State wide. Some cities funded early on for every one of their schools, and now they are spending money and other cities on the back end are getting the benefit of not stepping up earlier. It puts the School Board in an antagonistic relationship with the cities.

Chief Maglione added that some cities only had to add one officer to one school.

Mr. Moquin clarified that his numbers do not include charter schools – they have to comply also.

Terry Large suggested having the Fort Lauderdale Police Department do or supplement the training of the police officers that work for the school. Community police officers could also help out the Broward County police on campus.

A question was raised as to how long it would take the County School District to implement its infrastructure in order to hire its own officers. Mr. Moquin said they have not studied that. Based on an average cost of an SRO, including charter schools, there is a \$46 million problem. To create their own police force with vehicles, equipment, etc., would be much more than \$46 million.

Chief Maglione commented that it takes about a year to prepare a new police officer. If they hire certified police officers, subtract five months. The quickest way (the Pembroke Pines model) is to hire retired officers and pay them a “seasonal rate.” Days off match school days off, and if their certifications were active, they would be ready to go immediately. If not, there would be a two-week recertification. Some have vehicles, some do not.

Mr. Moquin advised that the current SRO model would be in jeopardy, with the new description being a 180-day schedule and salary. He said municipalities would start to bow out, and it was noted that the Sheriff is the wild card.

Mr. Feldman said that when negotiating with the Sheriff on the SROs, it is a pass-through cost to the contract city. He said it was a “mess.” He was concerned that it would take more than six weeks to schedule meetings and get the ball rolling. Having a uniform contract for everyone may be impossible.

In conclusion, Mr. Moquin thought the meeting was good and they are more aware of everybody’s positions. Chief Maglione stated the kids are their priority, and they have to fight about where to get the money and the officers.

School board member Brinkworth emphasized the time is of the essence. Dr. Osgood and echoed her thoughts and expressed their appreciation for the meeting.

Ms. Dinnen thanked the School Board for what they did for Stranahan High School.

Dr. Zeman gave closing comments, and called for a brief recess.

VI. Approve minutes (April 19, 2018)

Chair Scott called the meeting back to order and noted a quorum was present.

Motion made by Ms. Dinnen, seconded by Dr. Zeman, to approve the minutes of the April 19, 2018, meeting with the following correction:

- Page 3, “mountable of dates” should be “mountain of data”

In a voice vote, the motion passed unanimously.

VII. Closing

Chair Scott announced that June 21, 2018, is the next meeting and wanted to make sure everyone has it on their calendar. They have important goals and cannot take a summer break.

Dr. Zeman remarked that this is the first time in five years that the County and City have come together on the active shooter issue to work on going forward. He commended the Board for their action. He suggested a follow-up on the issue for the first agenda item at the next board meeting.

Chair Scott commented that the meeting showed the School Board they can share information with the EAB.

Ms. Dinnen said she would put out Florida Education Finance Program (FEFP) information for members to take home.

Chair Scott welcomed new member Jennifer Lovell to the Board. Ms. Lowell shared that Chief Maglione was unclear as to what would happen “next Friday” and suggested someone send him a follow-up email. Dr. Zeman commented that the meetings are now recorded and transcribed.

Hearing no further business, the meeting adjourned at 8:33 p.m.

[Minutes transcribed by J. Rubin, Prototype, Inc.]

Attachments:

Papers on Broward Public Schools Training – Dr. Lee Zeman

SAFE TEAM ASSIGNMENTS/RESPONSIBILITIES

School Incident Commander:

The School Incident Commander (IC) is generally the school principal or designee. The IC is typically the first responder when an emergency occurs at a school site. The School IC must initiate a quick and effective response using the emergency procedures outlined in the CRM manual. The School IC must act to contain the situation and provide for the safety of all students, visitors, and staff. The School IC has the full authority to make personnel assignments and to make the decision to evacuate and relocate to preserve life and property as mandated by the District Emergency Preparedness Procedures.

Responsibilities:

- Determine the level of emergency response need based on the District Emergency Preparedness Procedures.
- Activate the emergency response system by:
 1. Calling 911
 2. Calling the Area Office who in turn, notifies other District Departments.
- Activate the school SAFE Team
- Decide whether to stay in the school building or to evacuate.
 1. Get the School Emergency Backpack, rosters, and other supplies.
 2. Make an appropriate announcement to the students and staff.
 3. Account for all students, staff, and visitors.
- Establish the Command Post, per the school crisis plan.
- Meet with the Emergency Responders upon arrival.
- Meet with the District Incident Commander upon arrival.
- Activate a plan for releasing students to parents, if necessary based on the situation.
- Implement a Crisis Recovery Plan (see CRM, follow-up Recovery Section for each incident).
- Document all activities on the After Action Report, Victim Log, etc.

First Aid Coordinator

The First Aid Coordinator will direct triage and the administration of first aid to injured students and staff. The first aid coordinator will:

Responsibilities:

As directed, and until emergency medical services arrives, the capital FAC will:

- Establish a first aid station in a safe area
- Provide basic life support and care for the injured to the extent of abilities
- Use supplies in the school emergency backpack or clinic.
- Maintain records of the injured persons.
- Provide ongoing updates to the incident commander.
- Document all activities.

Student Supervision Coordinator

The primary role of the student supervision coordinator is to coordinate the supervision of students by teachers. In an emergency, teachers will account for and supervise all students. The student supervision coordinator will collect attendance sheets from all teachers, monitor student and teacher needs, and report to the school incident commander how students are doing.

Responsibilities:

As directed, the student supervision coordinator will:

- Account for all students.
- Report extent of injuries in each class.
- Provide ongoing checks of students, staff and visitors well-being.
- Coordinate evacuation of students.
- Assess and report emergency needs of students.
- Ensure students are occupied with activities.
- Coordinate with the **Student- Parent Reunion Coordinator**.
- Provide ongoing updates to the incident commander.
- Document all activities.

Facility and Material Coordinator

The primary role of the facility and materials coordinator is to coordinate the security of the building and provide material support for the school incident commander (principal). The F M C space will be called upon to turn off the ventilation system, lock school doors, if necessary and move equipment and supplies to where they are needed most. The F M C will report to and work in close collaboration with the District and School Incident Commander.

Responsibilities:

As directed, the Facility and Material Coordinator will:

- 🚧 Secure the school building by:
 - Locking doors, turning off ventilation, gas, as indicated.
 - Assist in moving students, staff, and visitors to safe locations.
 - Move equipment and materials to area where needed.
 - Provide ongoing updates to the Incident Commander.
 - Document all activities.

Student-Parent Reunion Coordinator:

The Student-Parent Reunion Coordinator's primary role is to coordinate the reunion of students and parents or legal guardians. In an emergency, bus schedules may be disrupted or students may be evacuated to a new location. All students must be accounted for and reunited with their legal caretakers in an orderly manner. Each parent or legal guardian must sign out their child on an

official record, which is managed by the student-parent reunion coordinator and later given to the District or School Incident Commander.

Responsibilities:

As directed, the Student-Parent Reunion Coordinator will:

- Coordinate reunion of students and parents.
- Set up a reunion location in an appropriate space (gym, cafeteria).
- Ensure parents/guardians sign out each student.
- Make sure all students are accounted for.
- Maintain sign-out sheets and other records.
- Provide ongoing updates to the Incident Commander.
- Document all activities.

School Based SAFE Team Coordinator

Each school has a school-based SAFE Team. The school-based safe team coordinator will coordinate a response to students or staff who display significant emotional distress. This person will coordinate the assessment of students and staff needs and provide resources as indicated. The school-based SAFE Team Coordinator will coordinate with the District Crisis Team and report to the District or School Incident Commander.

Responsibilities:

As directed, the School-Based SAFE Team Coordinator will:

- Coordinate recovery services at the emergency site.
- Triage students, visitors, or staff in need of emotional support.
- Provide information to parents, staff, and students.
- Link with the District Crisis Team.
- Make referrals for appropriate counseling services.
- Develop a plan to help students return to learning.
- Provide ongoing updates to the Incident Commander.
- Document all activities.

Emergency Code Training Program

Broward County Public Schools (BCPS) has an active training and drill program, focused on preparing its students and staff to respond in an emergency situation. This program is structured around several emergency codes that are color-coded to distinguish the nature of a potential threat and inform the appropriate response by staff and students.

The foundation of the program begins with the establishment of a safety plan at every school throughout the District. The safety plan outlines key directory information about the school, its emergency resources available on campus, and delineates critical information about specific processes for responding to a variety of potential emergencies. The safety plan is maintained by the school's SAFE Team and updated annually at the beginning of the school year. Additionally, local law enforcement and fire agencies are provided access to the electronic plans within their respective jurisdiction, in order to provide feedback for plan enhancement.

Emergency Codes	
	Code Red - Threat/Incident to the facility - Lockdown
	Code Yellow - Threat/Activate SAFE Team - Lockdown
	Code Blue - Medical Emergency Activate SAFE Team
	Code Black - Bomb Threat
	Code Orange - Evacuate
	Code Green - All Clear
	Code Brown - Threat/Incident win the facility - Shelter-in-Place

The SAFE Team at each school minimally consists of six individuals to serve in key roles in responding to an emergency situation: school incident commander, first aid coordinator, student supervision coordinator, facility and material coordinator, student-parent reunion coordinator, school based SAFE team coordinator (see attachment for more information on the these key roles). The staff assigned to these roles varies from school to school; however, they typically include the school principal, assistant principals, head facilities personnel, guidance counselors, other office support staff, and teachers.

Following the update to the safety plan, the Special Investigative Unit (SIU) coordinates with each school to schedule emergency code training with staff. Each year, all schools are trained on the District's emergency code program and the appropriate response by students and staff to each of the potential emergencies. For purposes of this narrative the Code Red component of the training will be summarized, as it serves as the foundation for responding to any active assailant emergency. When a school is placed on a Code Red lockdown, it is alerting all students and staff there is an imminent danger and protective action is needed. Typically, a Code Red lockdown will be announced over the school's intercom or other voice communication. Once a school is placed on a Code Red lockdown, all teachers should account for their students, the classroom door should already be locked, and students and teachers should move away from windows and to an area of the classroom not visible from the classroom door. Individuals outside of a classroom are to find a place to hide, and if confronted by an assailant, should run in a random pattern and attempt to leave

the vicinity. Students and teachers should remain in this area until an “All Clear” is given and the school returns to a Code Green status.

Following staff training each year, teachers will subsequently cascade the information to their students and review the appropriate responses to each of the code scenarios. The District maintains an electronic Critical Resource Manual that provides detailed information as to the appropriate actions prior, during, and after an event; and many schools utilize this resource to generate simple guidance tools to utilize as reminders of the appropriate response to a particular emergency and code designation.

Subsequent to the training being completed, SIU will work with the school's SAFE Team to schedule a code drill for the school. Schools typically rotate through conducting Code Black, Code Yellow, and Code Red drills over a three-year cycle; as these three codes are critical and test the greatest student and staff response. During the code drill, representatives from SIU and local law enforcement are on site to observe the student and staff response to the drill. This information is utilized as part of an after-action review with the SAFE Team in order to provide feedback and enhance future responses to an emergency. While there is only one formal drill at each school every year, it is important to note this is typically not the only time schools have an opportunity to practice and review their response to emergency code situations. During a school year, it is not uncommon for schools to be placed on code in response to a variety of situations. For example, a school may be placed on a Code Yellow or Red because of criminal behavior in the vicinity of the school; or a school may receive a bomb threat that requires a Code Black evacuation of the school. Fortunately, the vast majority of these situations are precautionary, and the school returns to a Code Green (All-Clear) quickly.

In 2014, the District enhanced its training at the elementary level to initiate Active Killer training. The Active Killer Program (AKP) was developed and is delivered through a collaboration with municipal law enforcement agencies and the Broward Sheriff's Office. These agencies volunteer individuals to serve as instructors through the program, and are subsequently provided professional development in an effort to informally certify them as a program instructor.

The AKP augments the District's current code training through the incorporation of audio and visual supplemental resources and direct role play scenarios. Teachers are trained how to respond in an active shooter situation and then demonstrate and practice their response in a practical application scenario overseen by SIU and law enforcement. The first pilot training course was conducted on May 23, 2014 at Pompano Beach Elementary School. The AKP training has been limited to employee planning days given the time allocated for the supplemental training and practical application. As the program has matured

and the number of instructors has increased, the number of elementary schools trained on each planning day has also increased to between six and ten. As of March 2018, there are approximately 170 certified AKP instructors from law enforcement agencies throughout the county – approximately fifty percent are regularly active in supporting the program. This includes an additional 13 trainers from Ft. Lauderdale Police Department, who were trained on March 15, 2017. An effort has begun to expand the number of certified instructors to address the roll-out of the newly developed AKP training for secondary schools, as well as the requirements of the newly enacted Marjory Stoneman Douglas High School Public Safety Act.

Below is a table outlining the most recent code training date, as well as the date for the elementary schools having received the enhanced AKP training.

School	Date Code Training	Date of Code Drill	Date of AKP Training
Bayview Elementary	11/08/2017	11/21/2017	10/23/2015
Bennett Elementary	12/12/2017	12/21/2017	08/18/2016
Croissant Park Elementary	11/07/2017	11/14/2017	10/23/2015
Dillard Elementary	12/11/2017	12/19/2017	03/18/2016
Floranada Elementary	11/06/2017	01/17/2018	01/08/2016
Harbordale Elementary	02/06/2018	04/30/2018	03/23/2018
Meadowbrook Elementary	10/27/2017	11/15/2017	01/08/2018
North Fork Elementary	10/30/2017	11/29/2017	08/16/2017
Northside Elementary	11/01/2017	11/08/2017	01/08/2018
Riverland Elementary	02/13/2018	02/14/2018	12/19/2014
Rock Island Elementary	09/27/2017	10/06/2017	12/19/2014
Stephen Foster Elementary	10/23/2017	10/26/2017	01/08/2018
Sunland Park Academy	10/09/2017	10/24/2017	08/15/2014
Thurgood Marshal Elementary	01/16/2018	01/19/2018	08/21/2015
Virginia S. Young Elementary	04/26/2018	05/14/2018	03/23/2018
Walker Elementary	01/24/2018	04/27/2018	08/16/2016
Westwood Heights Elementary	10/20/2017	11/08/2017	12/19/2014
New River Middle	11/06/2017	11/15/2017	
Sunrise Middle	04/27/2018	05/03/2018	
William Dandy Middle	11/02/2017	11/17/2017	
Dillard 6 12 School	04/25/2018	04/27/2018	
Ft. Lauderdale High	02/01/2018	05/07/2018	
Sheridan Technical High	08/18/2017	08/25/2017	
Stranahan High	11/08/2017	11/16/2017	
Pine Ridge Education Center	11/02/2017	11/16/2017	
Seagull Alternative High	10/03/2017	11/08/2017	
Whiddon Rogers Education Ctr.	05/03/2018	05/07/2018	

Last year, the District initiated the development of the AKP training plan for secondary schools with the multiagency collaborative. This work began on May 31, 2017, when a notice was sent to agencies for the establishment of an AKP high school/middle school (HS/MS) lesson plan working group. The first working group meeting was subsequently held on June 14, 2017. This first meeting focused on the identification of unique needs/circumstances of the operations of schools at the secondary level (i.e. change of classrooms during period changes and additional mobility of individuals throughout the school).

On August 16, 2017, the first draft of the AKP HS/MS lesson plan was sent to the working group for their initial review and feedback; and on September 28, 2017, an additional review of the draft lesson plan was requested. The second working group meeting was held on October 11, 2017, with only three (3) attendees – the Broward Sheriff's Office, BCPS SIU, and the Hollywood Police Department. The final two meetings of the working group were held on March 7, 2018 and March 22, 2018 respectively to address all outstanding issues and receive final feedback from the working group participants.

On May 1, 2018, the new AKP HS/MS lesson plan was finalized. SIU is now working with multiagency work group to enhance existing training materials to align to the new HS/MS lesson plan, schedule and conduct professional development opportunities for certified instructors to orient them to the new training materials, and deliver the new AKP training to all schools at the beginning of the new school year in August. BCPS remains committed to allow the Ft. Lauderdale Police Department access to schools within its jurisdiction to deliver the AKP training. In fact, the expanded role of the local law enforcement agencies will be critical in light of the newly enacted Marjory Stoneman Douglas High School Public Safety Act.

The Marjory Stoneman Douglas High School Public Safety Act now requires “***drills for active shooter and hostage situations shall be conducted at least as often as other emergency drills.***” Further, “***the active shooter situation training for each school must engage the participation of the district school safety specialist, threat assessment team members, faculty, staff, and students and must be conducted by the law enforcement agency or agencies that are designated as first responders to the school’s campus.***” The structure of the District’s AKP training, being a collaborative with local law enforcement and the Broward Sheriff’s Office, aligns well with the new legislative requirements. A critical mass of certified instructors from each agency will be necessary in order to effectively and efficiently deliver this training to the District’s 234 schools on multiple occasions during each school year.