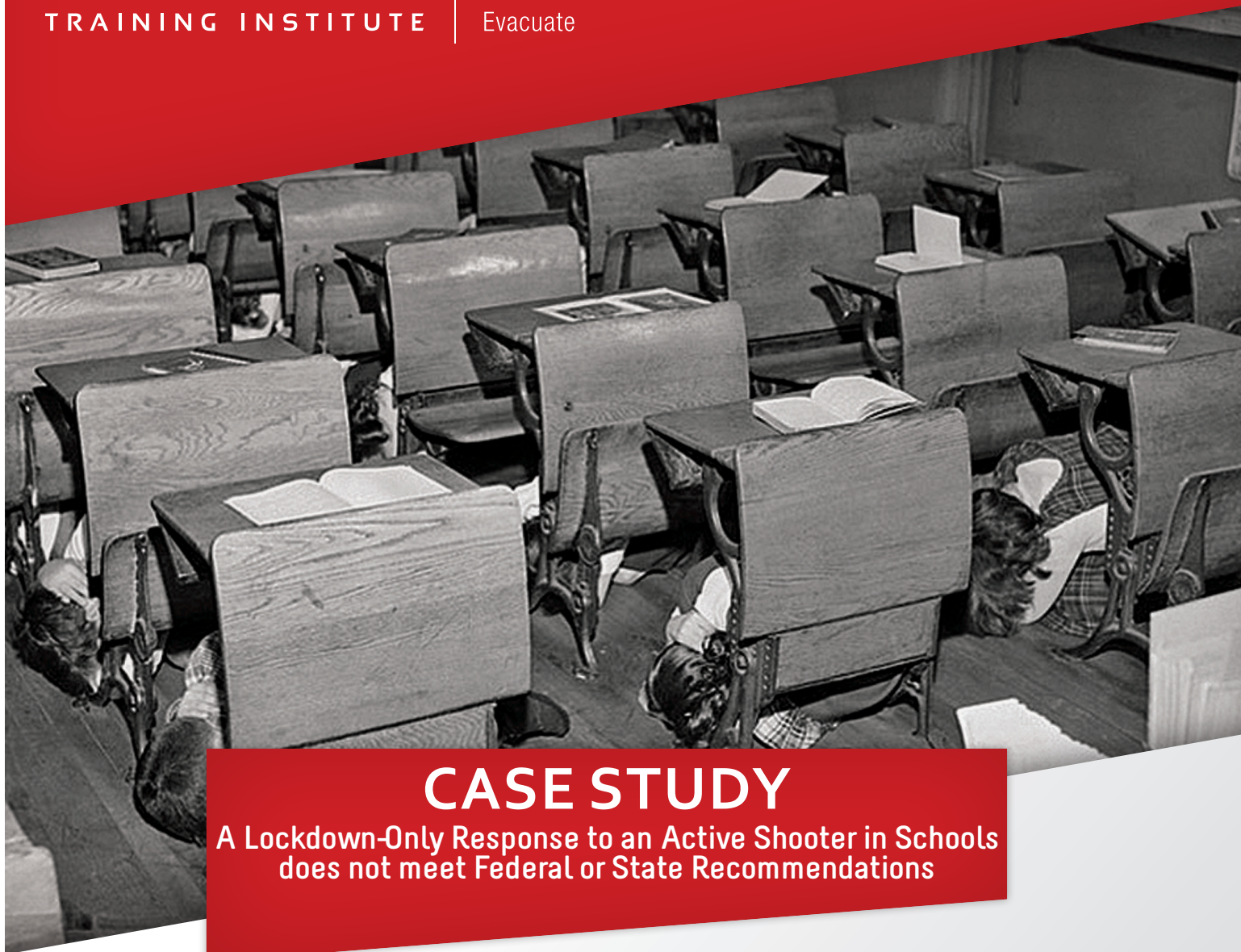




Alert  
Lockdown  
Inform  
Counter  
Evacuate

# K-12 SCHOOLS



## CASE STUDY

A Lockdown-Only Response to an Active Shooter in Schools  
does not meet Federal or State Recommendations

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# Introduction



## Purpose

The purpose of this case study is to highlight Federal and State agencies recommendations on how schools may best respond during an active shooter event.

### SCHOOLS: A DUTY TO PROTECT

Since Jefferson founded public education for the citizens of the United States, schools have been charged with the safety of children in their care - a *duty to protect*. Teachers and administrators have a responsibility to anticipate potential dangers and to take precautions to protect their students from those dangers.

### ALICE: THE NEW STANDARD OF CARE

If a school district fails its *duty to protect* students from injury and an appropriate *standard of care* was not used, the district can be found negligent. The *standard of care* is not a statute or regulation that can be pointed to and expounded upon. The *standard of care* is a concept that is argued in courtrooms requiring school districts to answer questions like:

1. *Did you comply with federal & state recommendations?*
2. *Is your policy consistent with comparable schools?*
3. *Did you comply with your own stated policy?*

### EXECUTIVE SUMMARY

#### ALICE: THE NEW STANDARD OF CARE

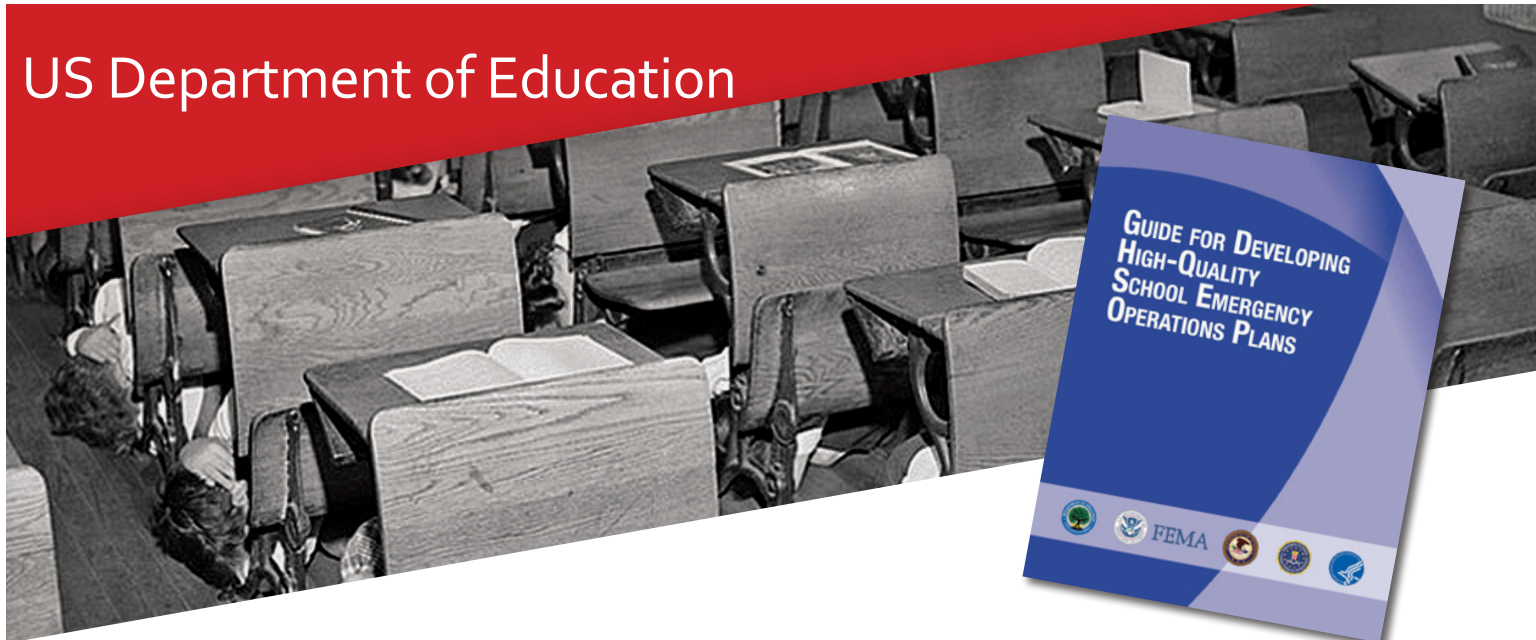
The purpose of this case study is to highlight federal and state agencies recommendations on how schools may best respond during an active shooter event.

Historically, these agencies have recommended a lockdown-only approach that includes students hiding under desks or against walls. Some of these techniques originated during the cold-war as a method of protection from a nuclear threat. As ridiculous as this now seems, it was accepted in the era.

Today, these agencies (including the US Department of Education) have spent considerable resources researching active shooting events. Their findings have resulted in a change in guidance - a movement away from the cold war era techniques typically used in a lockdown-only approach. ALICE protocols are used almost exclusively in all new guidance.

Following current federal and state recommendations is a major step in limiting a school district's liability by demonstrating they have met today's standard of care.





## U.S. DEPARTMENT OF EDUCATION

### Document Title

Guide for Developing High-Quality School Emergency Operations Plans (June 2013 edition)

### Case Study Findings

In its 2007 publication, The US Department of Education's guidance for active shooter response was limited to lockdown. The 2013 edition expands the guidance to include multiple options that go beyond lockdown including Run, Hide or Fight. It also recognizes that staff and students may have to use more than one option and that the decision to do so should be made using their own judgment.

### Background

On June 18, 2013, Vice President Biden released new guidelines for school safety that align and build upon years of emergency planning work by the Federal government. This guide incorporates lessons learned from recent incidents, and responds to the needs and concerns voiced by stakeholders following the recent shootings in Newtown, CT.

### Agencies Issuing Guidance

- U.S. Department of Education (US Dept of Ed)
- U.S. Department of Health and Human Services (DHHS)
- U.S. Department of Homeland Security (DHS)
- U.S. Department of Justice (DOJ)
- U.S. Federal Bureau of Investigation (FBI)
- U.S. Federal Emergency Management Agency (FEMA)

## LOCKDOWN IS NO LONGER ENOUGH

*"There are three basic options: run, hide, or fight. You can run away from the shooter, seek a secure place where you can hide and/or deny the shooter access, or incapacitate the shooter to survive and protect others from harm."* [Page 63]

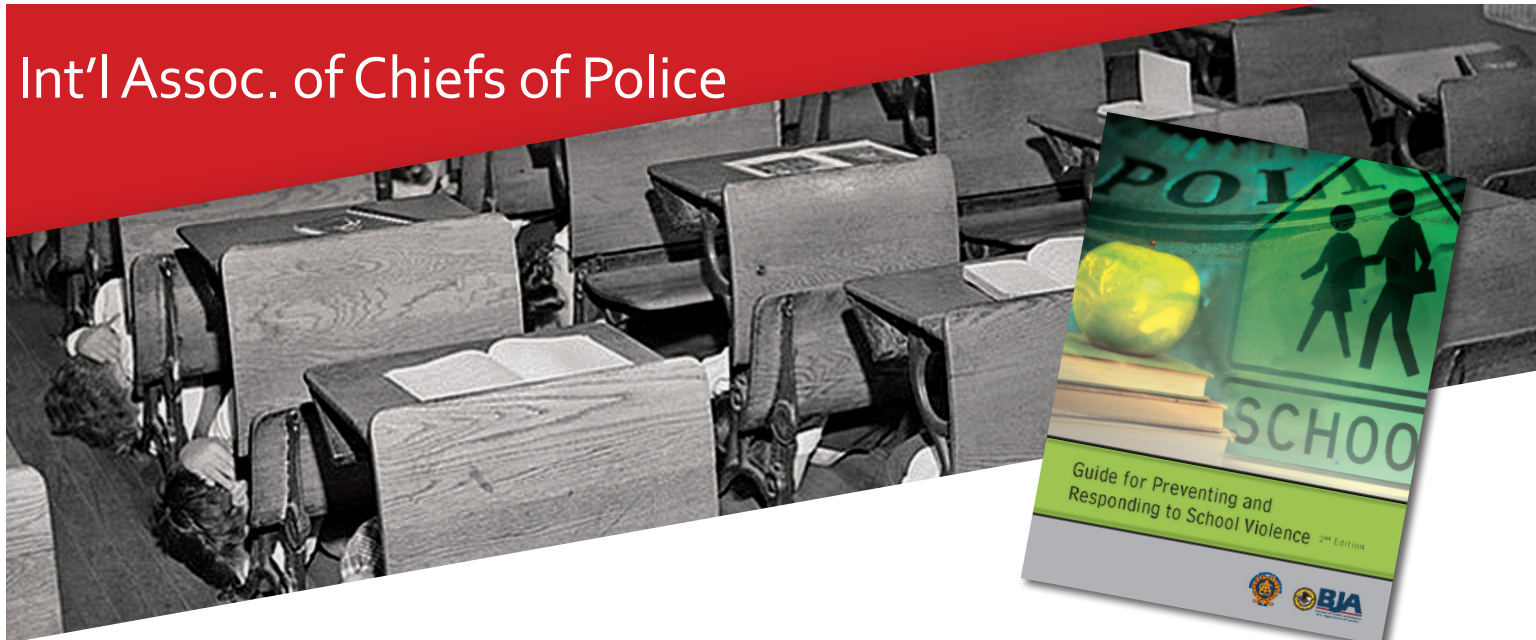
*"If running is not a safe option, hide in as safe a place as possible. Students and staff should be trained to hide in a location where the walls might be thicker and have fewer windows. In addition: Hide along the wall closest to the exit but out of the view from the hallway (allowing for an ambush of the shooter and for possible escape if the shooter enters the room)."* [Page 65]

## MULTIPLE RESPONSE OPTIONS NEEDED

*"As the situation develops, it is possible that students and staff will need to use more than one option."* [Page 64]

## THOSE IN HARM'S WAY SHOULD MAKE THEIR OWN DECISIONS

*"While they should follow the plan and any instructions given during an incident, often they will have to rely on their own judgment to decide which option will best protect lives."* [Page 64]



## INTERNATIONAL ASSOCIATIONS OF CHIEFS OF POLICE (IACP)

### Document Title

Guide for Preventing & Responding to School Violence (2009)

### Case Study Findings

In its 1st edition, the IACP guidance for active shooter response was limited to lockdown. The most current edition expands the guidance to include multiple options that go beyond lockdown including evacuation and active resistance. It contemplates the absence of adult direction that, unfortunately, can sometimes occur during an active shooter event.

### Background

Founded in 1893, the International Association of Chiefs of Police (IACP) is the world's oldest and largest association of law enforcement executives, representing over 22,000 members in 100 countries. The document presents strategies and approaches for members of school communities to consider when creating safer learning environments.

### Agencies Issuing Guidance

- International Association of Chiefs of Police (IACP)
- Bureau of Justice Assistance (BJA)
- US Department of Justice (DOJ)
- Bureau of Justice Statistics
- Office of Juvenile Justices and Delinquency Prevention

## LOCKDOWN IS NO LONGER ENOUGH

*"Active resistance is fighting back with any objects of opportunity, such as chairs, desk, and books. Active resistance is a last resort and should only be used if potential victims are trapped in a room with an active shooter, there are already victims, and all other personal survival recommendations are no longer an option. There have been cases where active resistance has been successfully used, such as a shooting in Springfield, Oregon." [Page 24]*

## THOSE IN HARM'S WAY SHOULD MAKE THEIR OWN DECISIONS

*"Teachers should make decision about lockdown or evacuation on their own only in life-threatening situations, as specified in the school crisis management plan." [Page 24]*

*"In the absence of adult direction, decide where it is safest to be and remain there." [Page 25]*





## OHIO ATTORNEY GENERAL SCHOOL SAFETY TASK FORCE

### Document Title

Ohio School Safety Task Force Report - **Mike DeWine**

### Case Study Findings

Included in the Ohio Attorney General's (AG) recommendations is the concept that Lockdown is no longer a stand-alone strategy to secure in place. The AG's and his Ohio School Safety Task Force's new recommendations encompassed all of the training protocols found in ALICE including barricading, evacuating and countering. It empowers and authorizes decision making by those people under attack.

### Background

In December 2012, after a tragic shooting that cost 26 lives at Sandy Hook Elementary School, Ohio Attorney General Mike DeWine formed this task force to make recommendations on school safety. Included is a recommended safety plan.

### Task Force Partnership Associations

- Ohio Department of Education
- Ohio School Board Association
- Buckeye Association of School Administration
- Ohio School Resource Officers Association
- 33 Additional Task Force Members

## LOCKDOWN IS NO LONGER ENOUGH

*"Lockdown is not a stand-alone defense strategy." [Page 50]*

*"If students and school personnel are outside of the school at the time of a LOCKDOWN, teachers should move students to the designated off-site location." [Page 51]*

## MULTIPLE RESPONSE OPTIONS NEEDED

*"When securing in place, this procedure should involve barricading the door and readying a plan of evacuation or counter tactics should the need arise." [Page 50]*

*"Do not place students in one location within the room. In the event that entry is gained by a shooter or intruder, students should consider exiting by running past the shooter/intruder." [Page 59]*

*"Staff and students may utilize methods to distract the shooter/intruder's ability to accurately shoot or cause harm, such as loud noises or aiming and throwing objects at the shooter/intruder's face or person." [Page 50]*

*"If an intruder enters and begins shooting, any and all actions to stop the shooter are justified. This includes moving about the room to lessen accuracy, throwing items (books, computers, phones, book bags) to create confusion, exiting out windows, and confrontation (assault, subdue, choke) to stop the intruder. Tell students to get out any way possible and move to another location." [Page 59]*

# Massachusetts Governor



## MASSACHUSETTS GOV. TASK FORCE

### Document Title

Massachusetts Task Force Report on School Safety and Security 2014 Governor Deval L. Patrick (2014)

### Case Study Findings

Included in the Massachusetts Task Force Report on School Safety and Security recommendations to the Governor is the concept that Lockdown is no longer a stand-alone strategy to secure in place. The Task Force's new recommendations specifically list ALICE Training as a response to the event of a violent threat.

### Background

In 2014, Governor Deval Patrick signed Executive Order 548 establishing a task force on school safety. This task force held meetings throughout the Commonwealth and heard from teachers, superintendents, parents, students and law enforcement experts who presented research and best practices on active shooter response. Included is a recommendation that specifically includes ALICE.

### Task Force Partnership Associations

- Secretary of Public Safety
- Secretary of Education
- Secretary of Health & Human Services
- Massachusetts State Police (Lt. Colonel Amodeo)
- Massachusetts Teacher Association (Jean Fay)

## RECOMMENDS 'ALICE'

*Depending on the situation, there are several ways to enhance a lockdown to empower individuals to take common sense actions critical to their safety. These may include: 1) barricading the door using available furniture and other objects; 2) distracting or countering the assailant, and 3) self-evacuation. **These actions are often based on the response strategies of Alert – Lockdown – Inform – Counter – Evacuate (ALICE).** Any enhanced lockdown requires proper training and practice for all staff and students and educating parents on its benefits.” [Page 16]*

## ENDORSED BY LAW ENFORCEMENT

ALICE is utilized by law enforcement across the country and in line with recommendations from the: Department of Homeland Security (DHS); Federal Emergency Management Agency (FEMA); Federal Bureau of Investigation (FBI); US Department of Education; along with many state agencies across the US.

## ABOUT ALICE

The ALICE program was authored by a police officer to keep his wife, an elementary school principal, safe after the tragic events at Columbine. Since these humble beginnings, ALICE continues to be the leading active shooter response program in the US.

ALICE (Alert, Lockdown, Inform, Counter, Evacuate) training helps prepare individuals to handle the threat of an Active Shooter. ALICE teaches individuals to participate in their own survival, while leading others to safety. Though no one can guarantee success in this type of situation, this new set of skills will greatly increase the odds of survival should anyone face this form of disaster.

## GET ALICE CERTIFIED

Being an ALICE certified organization demonstrates to your stakeholders that you are serious about safety: including the safety of your employees; visitors; and in the cases of schools – our children.

The ALICE Certified mark, which is backed by our research and years of experience, indicates to your stakeholders that you have gone the extra mile to practice safety training that has been deemed to be critical to help survive today's violent intruder events. To learn more please visit us at [www.AliceTraining.com](http://www.AliceTraining.com)



**CERTIFIED**

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