

*Broward County After-Action Task Force Report Update*

**Recovering and Moving Forward: Lessons Learned Following the Shooting at Marjory Stoneman Douglas High School**

Section	Recommendation	Lead Coordinating Entity	Participating Stakeholders	Status Update	Completion Date
<b>Finding 2.1:</b> The Broward County Sheriff’s Office (BSO), the Coral Springs–Parkland Fire Department (CSPFD), the Broward County Public Schools (BCPS), and other mutual aid agencies that responded to the Marjory Stoneman Douglas High School (MSD) lacked an effective, efficient, and coordinated command structure.					
2.1.1	As soon as possible and practical during an incident, a unified command center of all primary first responder agencies should be established to facilitate communication, situational awareness, operational coordination, allocation of resources, and delivery of services.	Operational Review Team (ORT)	Broward Sheriff’s Office (BSO)		
2.1.2	Broward County should work with the Broward League of Cities and relevant stakeholders to develop an all-hazards emergency response plan that includes NIMS/ICS principles.	Broward County Emergency Management	Broward League of Cities (BLOC)		
<b>Finding 2.2:</b> Broward County and City of Parkland comprehensive emergency management plans (CEMPs) do not include provisions for managing responses to active shooter incidents.					
2.2.1	Broward County, the City of Parkland, and all municipalities should regularly review their CEMPs to expand beyond natural disasters to include current and emerging threats such as active shooters and other mass violence events.	Broward County Emergency Management	Broward County City Managers’ Association (BCCMA), BLOC		
2.2.2	The Broward County CEMP	Broward County	BSO, Police		

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	should be adapted and enhanced to include the role of County government, public safety agencies, and relevant partners in mass violence and other manmade disasters.	Emergency Management	Chiefs Association, Fire Chiefs Association, BCCMA		
2.2.3	The Broward County CEMP should be adapted and enhanced to address the coordination between the County Emergency Operations Center (CEOC) and similar bodies established by municipalities (MEOCs) during the response to a manmade disaster.	Broward County Emergency Management	BCCMA		
2.2.4	Based on updated provisions in the Broward County CEMP, Broward County should develop tabletop and training exercises to address the County government response to active shooter incidents.	Broward County Emergency Management	BSO, Police Chiefs Association, Fire Chiefs Association		
2.2.5	Based on updated provisions in the Broward County CEMP, Broward County should also work with the BSO, other first responder agencies, and municipalities to conduct NIMS/ICS trainings and exercises.	ORT	BSO, Police Chiefs Association, Fire Chiefs Association, BCCMA		

*Broward County After-Action Task Force Report Update*

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2.2.6	Based on updated provisions in the Broward County CEMP, Broward County should develop tabletop and training exercises that coordinate individual municipalities, and relevant stakeholders—including private and non-profit organizations—in responding to active shooters and other critical incidents.	Broward County Emergency Management	BSO, BLOC, Police Chief’s Association, Fire Chief’s Association, Long-term Recovery Coalition (LTRC), United Way of Broward		
<b>Finding 2.3:</b> Active shooters and other critical incidents can quickly exhaust individual agency resources, suggesting the importance of strong inter-personal and inter-agency relationships to ensure collaboration and coordination.					
2.3.1	Broward County, individual municipalities, and public safety organizations should regularly assess and test the strengths and needs of their agencies, mutual aid, and relevant stakeholders in preparation for a critical incident.	ORT	Broward County Emergency Management, BLOC, Police Chief’s Association, Fire Chief’s Association, BSO		
<b>Finding 3.1:</b> All Broward County area public safety and government agencies share responsibility to construct strong communications systems and processes that can collectively support the public safety response in and beyond their jurisdictions during incidents requiring a multi-agency/multi-discipline response.					
3.1.1	Broward County administrators, BSO officials, and government and public safety executives from the municipalities within Broward County should work proactively and collaboratively to	BCCMA	BSO, Police Chief’s Association, Fire Chief’s Association		

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	identify and address challenges and develop a strategy to implement the appropriate solutions.				
<p><b>Finding 3.2:</b> It continues to be apparent that the various agencies (Broward County, the Broward County Sheriff’s Office, and municipal first responder agencies within Broward County) that fund, service, and operate the various communications systems, equipment, and operational practices and processes – including computer-aided dispatch and radios and call-taking and transferring processes – each have their own mission and goals.</p>					
3.2.1	All parties in the Broward County region should continue to take steps to move toward a well-functioning, unified, and fully-integrated regional public safety communications system that meets the needs of all user groups and is optimal for public safety in Broward County.	BCCMA	Broward County Office of Regional Communications and Technology (ORCAT), BSO, Police Chief’s Association, Fire Chief’s Association		
3.2.2	Consider emergency communications models and best practices to determine the most appropriate system—including the technological system as well as the system of policies, procedures, protocols, standards of use, memoranda of understanding, and training supporting the technology’s use—for Broward County and its municipalities.	Broward County Administration	Broward County Emergency Management, BSO, Police Chief’s Association, Fire Chief’s Association, BCCMA, ORT		

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<p><b>Finding 3.3:</b> While it is unavoidable that communications devices, systems, and processes may be overtaxed and experience some technical issues during large-scale critical incidents, the communications challenges during the response to the MSD shooting impacted coordination between first responder agencies, BCPS, and government officials.</p>					
3.3.1	All agencies with assignments in the Broward County and/or their municipal CEMP should have plans that clearly guide at least one representative—generally a public information officer—to coordinate public information efforts among participating agencies through the Incident Command System and the creation of a JIC (Joint Information Center).	BCCMA	BSO, Broward County Emergency Management, BCCMA, Police Chiefs Association, Fire Chiefs Association, BLOC		
<p><b>Finding 3.4:</b> Broward County partially activated the County Emergency Operations Center (CEOC) and the City of Parkland activated a modified municipal EOC (MEOC), during the response to the MSD shooting, but both played a minimal role during the response and in the immediate aftermath because they did not receive timely information from the scene.</p>					
3.4.1	Broward County and individual municipalities should consider activating their EOCs early in the response to a critical incident to create a central location from which to direct and allocate resources and support to first responders and provide information, resources, and services to the community.	BCCMA	Broward County Emergency Management		
3.4.2	Broward County should work with the Broward League of	Broward County Emergency	BLOC, BCCMA, Police		

*Broward County After-Action Task Force Report Update*

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	Cities (BLOC) and relevant stakeholders to develop an effective process for establishing EOCs during critical incidents.	Management	Chiefs Association, Fire Chiefs Association		
<b>Finding 3.5:</b> Inconsistent messaging impacted the ability of leaders to develop a cogent response to calm and unite the community in the aftermath of the shooting.					
3.5.1	Broward County government officials, law enforcement and fire/EMS leaders, school officials, and other stakeholders should develop relationships, roles and responsibilities, and lines of communication in advance of a critical incident.	Broward County Public Communications Department	Broward County Emergency Management, BCCMA, Broward County Public Schools (BCPS), BSO, BCCMA, Police Chiefs Association, Fire Chiefs Association, BLOC		
3.5.2	Include public information officers (PIOs) from all relevant County, municipal, and relevant stakeholders in command-level briefings and strategy sessions to increase coordination.	Broward County Public Communications Department	Public Communications Department, BCCMA, Broward County Emergency Management		
3.5.3	Broward County and the relevant stakeholders should expand their use of social media to release timely and accurate information	Broward County Public Communications Department	BSO, Broward County Emergency Management,		

*Broward County After-Action Task Force Report Update*

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	both to the public and to the media.		BCCMA, Police Chiefs Association, Fire Chiefs Association		
<b>Finding 4.1:</b> Broward County, municipal elected and other government officials, businesses, and community-based organizations were able to leverage existing relationships to establish a Family Reunification Center (FRC) and provide other locations for students to be reunited with family members.					
4.1.1	Broward County and municipal government officials should work with appropriate facilities to establish memoranda of understanding or more formalized agreements to establish an FRC in accordance with best practices.	BCCMA	Broward County Administration, BLOC, Broward County Emergency Management		
<b>Finding 4.2:</b> Increased, regular communication with families awaiting reunification or notification may have helped to ease the chaotic environment at the FRC.					
4.2.1	Law enforcement officials or victim advocates should provide regular updates of information to individuals awaiting reunification at the FRC.	Police Chiefs Association	BSO, BLOC, LTRC, Fire Chiefs Association, BCCMA, Broward County Emergency Management		
<b>Finding 4.3:</b> The initial mental health response to the MSD shooting was uncoordinated.					
4.3.1	Broward County and municipal government officials, community-based organizations,	Broward Behavioral Health Coalition	BCCMA, Broward County Administration,		

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	and other relevant stakeholders should partner to develop a Community Mental Health Coordination and Preparedness Plan.	(BBHC)	BCPS, LTRC, Broward County Human Services Department, United Way of Broward County		
4.3.2	Law enforcement and first responder agencies should designate a mental health incident commander as soon as possible and practical following a mass violence event such as the response to the MSD shooting.	ORT	BSO, Police Chiefs Association, Fire Chiefs Association, BBHC		
4.3.3	Broward County should include post-event victim and witness, first responder, and relevant stakeholder welfare as an integral part of interagency planning, training, and exercises.	Coordinating Counsel of Broward (CCB)	BCCMA, LTRC, Broward County Human Services Department, BBHC, United Way of Broward County, Child Services Counsel of Broward (CSC), 211-Broward		
<b>Finding 4.4:</b> The short- and long-term actions following a traumatic event can impact recovery, resilience, and mental health outcomes for the individual and community.					
4.4.1	Mental health workers deployed immediately following trauma should be trained in	BBHC	LTRC, Broward County Human Services		



*Broward County After-Action Task Force Report Update*

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	psychological first aid to address the immediate needs of the individual and community.		Department, BLOC, United Way of Broward County, 211-Broward		
4.4.2	In accordance with psychological first aid principles, immediately following trauma, provide supportive interventions that establish human contact, provide a safe environment, meet survivors' immediate needs, offer practical assistance, recognize concerning reactions, and refer individuals to social support networks, services, and recovery services as appropriate.	BBHC	LTRC, Broward County Human Services Department, BLOC, United Way of Broward County, 211-Broward		
4.4.3	Multiple forms of trauma and mental health services and counseling should be available as soon, and for as long, as possible.	BBHC / CCB / CSC / Broward County Human Services Department	LTRC, BLOC, United Way of Broward County, 211-Broward		
<b>Finding 4.5:</b> Some Broward County law enforcement and fire/EMS agencies collaborated to offer mental health debriefings following the response to the MSD shooting.					
4.5.1	Broward County law enforcement and fire/EMS agencies should consider creating teams trained in CISD (Critical Incident Stress Debriefings), CISM (Critical Incident Stress	Police Chiefs Association, Fire Chiefs Association	LTRC, ORT, BSO		

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	Management), or peer support.				
4.5.2	Vetting and special training for clinicians providing specialized counseling services to law enforcement personnel can help to better meet personnel needs.	BBHC	BSO, Police Chiefs Association, Fire Chiefs Association, Broward County Human Services Department		
4.5.3	The leadership of any organizations involved in a critical incident should ensure that all personnel feel valued and are provided access to the physical and mental health resources they may need afterwards.	BCCMA	BCCMA, Police Chiefs Association, Fire Chiefs Association, BSO		
<b>Finding 4.6:</b> Long-term planning is essential to support victim and witness, first responder, and relevant stakeholder welfare following traumatic events.					
4.6.1	Broward County should consider follow-up counseling for impacted individuals, as it is not unusual for post-traumatic stress to manifest itself several weeks or months after an event.	BBHC / Broward County Human Services Department	BCCMA, BLOC, LTRC,		
4.6.2	Broward County should have an independent third party conduct an analysis of the current mental health resources being provided to MSD students, staff, and	Broward County Administration	BCPS, BSO, Police Chiefs Association, Fire Chiefs Association,		

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	families; first responders; and, relevant stakeholders who were involved in the MSD shooting to identify ways to continue to support the victims and survivors—and the families—of the attack and the entire community.		BBHC, United Way of Broward County		
4.6.3	Broward County should develop a collaborative multi-agency/multi-disciplinary community resilience plan.	Broward County Emergency Management	BLOC, LTRC, BBHC, United Way, Broward County Human Services Department, CCB, CSC		
4.6.4	Broward County officials should work with the BCPS to identify at-risk populations—those that directly experienced or witnessed the event, lost an individual they cared about, have prior experience with trauma, or a related psychiatric or medical condition—and provide them with special attention for support services.	BCPS	BBHC, BCCMA		
4.6.5	Broward County should encourage support groups for those with common experiences.	United Way of Broward County	BLOC, BBHC, BCCMA, LTRC, Broward County Human		

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			Services Department		
4.6.6	Law enforcement and fire/EMS agencies in Broward County should develop comprehensive safety and wellness plans that address aspects of physical, mental, and emotional well-being.	Police Chiefs Association, Fire Chiefs Association	BBHC, LTRC, Broward County Human Services Department		
<b>Finding 4.7:</b> Law enforcement personnel in Broward County, and most probably other first responders, continue to be challenged by the MSD shooting and request mental health services.					
4.7.1	The NPF assessment team strongly encourages an independent third-party review and assessment to survey, interview, hold focus groups and gather information about the brain health and well-being of all first responders in Broward County, particularly those impacted by this incident.	ORT	BBHC, LTRC, United Way of Broward County		