



**TO:** Bertha Henry, County Administrator, Broward County  
Alphonso Jefferson, Assistant County Administrator, Broward County

**FROM:** Blake Norton, Senior Vice President, National Police Foundation  
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**DATE:** January 17, 2018

**SUBJECT: NATIONAL POLICE FOUNDATION GAP ANALYSIS FOR THE MARJORY STONEMAN DOUGLAS AFTER-ACTION ASSESSMENT**

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County Administrator Henry and Assistant County Administrator Jefferson,

The National Police Foundation (NPF) assessment team has reviewed approximately 600 documents and other materials provided by Broward County, observed the Marjory Stoneman Douglas High School (MSDHS) Public Safety Commission hearings, and reviewed the Commission's January 2019 *Initial Report to the Governor* as well as numerous open source media articles regarding the public safety response to the February 14, 2018 attack at MSDHS.

As outlined in the amendment to the *Agreement between Broward County and the Police Foundation for the Marjory Stoneman Douglas After Action Review*,<sup>1</sup> authorized by Purchase Order ADM0000029 (dated August 2018), the NPF has conducted a gap analysis and outlined several areas of focus. Based on national best practices and in after-action reviews of incidents of mass violence outside of the MSDHS attack, the team believes these focus areas are important to review and assess in Broward County in order to more fully develop an understanding of this tragic event and to propose a path toward improved regional response to incidents of mass violence.

As discussed previously, the NPF team approached the gap analysis from a systems perspective, focusing on the nexus between systems in the County failed to sufficiently come together during the response. These areas have not been fully addressed to date. The most critical areas identified are below for discussion with the Broward County Team. While we believe a portion of these items can be covered under the existing budget and scope of work, some may fall outside of those parameters and need to be discussed further.

- 1. Leadership, Coordination, and Command and Control** –Various public safety organizations responding to the Marjory Stoneman Douglas High School shooting were not prepared for or able to cohesively work together during the response to this incident of mass violence. The NPF Team will deliver a report that includes an assessment of and recommendations for improving leadership

relationships, situational and resource awareness, regional joint training and exercises, and use and fidelity to the National Incident Management System (NIMS) practices and protocols.

2. **Community Resilience and Recovery** –The County and its partners could improve support and response to the community(ies) involved in and affected by the shooting at Marjory Stoneman Douglas High School both during and following the incident. The NPF Team will deliver a report that includes an assessment of and recommendations for improving preparation and training, communication with students and parents during the incident, and coordination with other governmental and non-governmental organizations to provide services following the incident, as well as other identified themes.
3. **Broward County Public Schools and Law Enforcement Relations and Coordination** – The interaction, coordination and cooperation of Broward County Public Schools and regional law enforcement and public safety entities, as well as the systems between the two that impact response to incidents of mass violence have not yet been fully reviewed. The NPF Team will deliver a report that includes an assessment of and recommendations for improving systems, processes and coordination between Broward County schools and local public safety organizations, including the school resource officer/deputy program, to strengthen the safety and response to those school communities.
4. **Fire/EMS Response and Coordination with Law Enforcement** – The nexus between fire and EMS coordination with law enforcement during the response to the MSDHS shooting has also not yet been fully assessed. The NPF Team will deliver a report that includes an assessment of and recommendations for improving the systems, protocols, collaboration, coordination, training, and exercises to improve fire, ems and law enforcement joint responses to mass violence and other emergency incidents that cross jurisdictional lines in the Broward County region.
5. **First Responder Safety and Wellness** – First responder safety and wellness during and after the incident of mass violence must be more fully evaluated. The NPF Team will deliver a report that includes an assessment of and recommendations for improving systems, policies, procedures and protocols designed to keep first responders safe and prioritizes their well-being during and after an incidence of mass violence.
6. **Public Information** – No assessment has been completed on the way in which Broward County partner organizational systems worked in tandem to keep the community apprised of accurate, appropriate and timely information throughout and following the incident. The NPF Team will deliver a report that includes an assessment of and recommendations for improving notification processes and systems, interaction with the Unified Command Post, and use of various media platforms to communicate with the community.
7. **School Security, Training, Communications, and Equipment** – School security, training, communications, and equipment should be thoroughly evaluated. The NPF Team will deliver a report that includes an assessment of and recommendations for improving the safety and security of Broward County Schools.

The NPF team is also positioned to offer hands-on technical assistance to Broward County, outside of and beyond the existing contract, to help position them as a leader in initiating and managing the change recommended in these critical areas. Technical assistance may include:

- Developing and/or updating relevant training curricula;

- Developing template interagency protocols, tabletop and traditional exercises;
- Creating and negotiating Memoranda of Understanding/Contract templates;
- Developing new/updated resiliency and recovery plans for manmade and natural disasters;
- Assisting in putting coordination plans in place;
- Recommending enhanced policies and processes for critical incidents;
- Assisting in developing coordinated emergency media strategy;

Our team looks forward to talking through next steps with you in the coming weeks.

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