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July 30, 2019

The Honorable Peter C. Deddeh  
Presiding Judge of the Superior Court  
P.O. Box 122724  
San Diego, California 92112

RECEIVED  
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Re: Response to the Grand Jury Report: "School Safety in San Diego County"

Honorable Judge Deddeh:

In accordance with the requirements the Penal Code of California, Section 933(c), the Carlsbad Unified School District has reviewed the Grand Jury's findings and recommendations and prepared the enclosed responses.

If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ben Churchill". The signature is fluid and cursive.

Dr. Benjamin Churchill  
Superintendent  
Carlsbad Unified School District

Enclosure

## **Carlsbad Unified School District Response to Grand Jury Report: “School Safety in San Diego County”**

### **Finding 01:**

Overall, the San Diego County Schools studied are prepared to handle many kinds of emergencies, including active shooter situations, due largely to mandates from the State.

#### **Response:**

The Carlsbad Unified School District agrees with Finding 01. The safety and security of schools is our top priority. All schools within the Carlsbad Unified School District (CUSD) are well prepared to protect and support students in the event of an emergency. This state of readiness is the product of sustained effort and ongoing partnerships with community stakeholders, including Carlsbad Police, Carlsbad Fire, PTAs and other parent groups, our certificated and classified unions, and the Sandy Hook Promise.

### **Finding 02:**

Overall, law enforcement, first responders, parents and other stakeholders have shown interest to work cooperatively with San Diego County schools studied in the prevention of possible active shooter incident.

#### **Response:**

The Carlsbad Unified School District agrees with Finding 02.

### **Finding 03:**

At the site level, there appears to be some lack of interactive collaboration with community stakeholders on the actual development of the plans.

#### **Response:**

The Carlsbad Unified School District agrees with Finding 03 as a general characterization for San Diego County schools. Our district does maintain interactive collaboration with community stakeholders on the actual development of the plans, as indicated in our response to Finding 01.

### **Finding 04:**

The Grand Jury found that some of the schools reviewed had conducted a vulnerability study of their premises.

#### **Response:**

The Carlsbad Unified School District disagrees wholly with Finding 04. Vulnerability assessments have been conducted for all CUSD schools.

### **Finding 05:**

Valuable learning from the recent Florida and Texas shootings is not fully reflected yet in the existing CSSPs.

#### **Response:**

The Carlsbad Unified School District agrees with Finding 05. It can take many months of study in the aftermath of an active shooter event before official findings and recommendations are published. The Marjory Stoneman Douglas High School Public Safety Commission presented their final report to Florida state officials on January 2, 2019, and no official report has been released on the attack on Santa Fe High School in Texas. CUSD is committed to developing high quality emergency operations

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plans for active shooter events and works closely with the Carlsbad Police Department and other stakeholder groups to update these plans as best practices emerge.

**Finding 06:**

Overall, school districts in San Diego County indicated a more focused approach to active shooter response through their efforts to improve communication, add site safety precautions and adopt guidelines for Options-Based Responses in this year’s or next year’s Comprehensive School Safety Plans/Emergency Operations Plans.

**Response:**

The Carlsbad Unified School District agrees with Finding 06.

**Finding 07:**

All San Diego County Schools in the Grand Jury study claimed to have conducted or have scheduled drills within the current school year on emergency procedures directed towards intruders on campus, but not specifically armed assailants.

**Response:**

The Carlsbad Unified School District agrees with Finding 07. All CUSD schools conducted lockdown drills during the 2018-19 school year.

**Finding 08:**

Drills (conducted or planned) center mainly on the presentation of procedures but are progressing toward becoming more realistic and dynamic, which helps create a “mental model” for preconditioning staff and students to act with immediacy.

**Response:**

The Carlsbad Unified School District agrees with Finding 08. All CUSD schools scheduled simulated, realistic and dynamic exercises in addition to lockdown drills during the 2018-19 school year.

**Finding 09:**

As a note of recognition, Sweetwater Union High School District has gone above and beyond state requirements for safety training by demonstrating excellent and thorough levels of preparation.

**Response:**

The Carlsbad Unified School District agrees with Finding 09.

**Finding 10:**

Funding for active shooter response and preparedness is given high priority for some districts.

**Response:**

The Carlsbad Unified School District agrees with Finding 10.

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Finding 11:

Before and after school programs need to be better addressed in safety plans.

Response:

The Carlsbad Unified School District agrees with Finding 11. The planning cycle our district uses to create and revise CSSPs has continuous improvement as its goal. Each CUSD school’s safety plan includes and involves staff and students participating in on-site before and after school child care.

Finding 12:

Many districts expressed a need to train all adults on campus in safety procedures.

Response:

The Carlsbad Unified School District agrees with Finding 12.

Recommendation 19-01:

Increase the priority of funding in school budgets for training, equipment and infrastructure improvements to handle active shooter crisis as a matter of security for staff and student safety.

Response:

Recommendation 19-01 has been implemented. The Carlsbad Unified School District has identified priorities and timelines for improving school safety. These include improved perimeter fencing, creating and exploring single points of entry, implementing visitor screening and management systems, training all employees in Options-Based Responses, training student threat assessment teams, and updating classroom lockdown supply kits. Funding for school safety has been increased beginning in 2019-20 to implement and maintain these priorities.

Recommendation 19-02:

Explore alternate or creative sources of funding to supplement the school’s needs to enhance safety measures regarding active shooter situations, including possible grants or community fund-raising efforts.

Response:

Recommendation 19-02 has been implemented. The Carlsbad Unified School District has secured additional resources to secure school safety initiatives.

- Our partnership with Sandy Hook Promise provides our sites with Sandy Hook Promise’s “Start with Hello” and “Say Something” trainings and services at no cost to the district.
- All CUSD schools promote the use of “See Something, Say Something,” We Tip, and Crime Stoppers’ P3Tips/Students Speak Out reporting app.
- The recent passage and implementation of the local Bond Measure HH, which in part funds safety and security measures.

Recommendation 19-03:

Conduct vulnerability studies at all school and use this data to guide the development of the CSSP and EOP.

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Response:

Recommendation 19-03 has been implemented. CUSD has conducted vulnerability assessments on all its schools using practices and strategies gained while conducting CUSD school walkthroughs, during the summer of 2018, with partners from the San Diego Law Enforcement Coordination Center (SD-LECC), and the United States Department of Homeland Security.

Recommendation 19-04:

Provide more safety precautions against active shooters, including threat awareness training/reporting, and site physical improvements.

Response:

Recommendation 19-04 has been implemented. CUSD has identified physical improvements needed to limit/control access to our campuses during school hours and activities. We completed these improvements, updating perimeter fencing for 3 of our schools by July 23, 2019. Additional safety precautions will be evaluated in response to data collected from vulnerability assessments conducted with each of our school sites as a part of the annual revision of their CSSPs and we shall continue to make these improvements throughout the next 2 years.

Recommendation 19-05:

Monitor individual school's planning meetings to develop the CSSP and EOP to ensure collaboration of multi-disciplinary partners (staff, parents, students, first responders, fire department and law enforcement, community agencies) at the local school level.

Response:

Recommendation 19-05 has not yet been implemented but will be implemented in the future. CUSD will develop a written procedure that establishes the following on or before October 1, 2019:

- Roles and responsibilities for district and site administrators
- Specific benchmarks and dates on which progress will be reviewed
- Composition of school safety teams and roles of stakeholders

Recommendation 19-06:

Include "Active Shooter" response language in the school's Comprehensive Site Safety Plan and dedicated sections in the Emergency Operations Plans.

Response:

Recommendation 19-06 has been implemented. All CUSD school site CSSP's include emergency operations plans specific to Active Shooter prevention, mitigation, response and recovery.

Recommendation 19-07:

Promote the use of tip hotline apps by students and parents.

Response:

Recommendation 19-07 has been implemented. CUSD and all school sites actively promote the use Crimes Stoppers' P3Tips/Students Speak Out reporting app. This app's extension is installed on the

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web browser of all district devices, and on the front page of CUSD's website. Posters promoting the app's use are also displayed on our campuses. All students and staff are reminded of the App, and how to use it and the start of each school year.

### **Recommendation 19-08:**

Include substitute teachers and all other adult workers in the training and practice provided to regular staff on active shooter awareness and responses specific to each school.

#### **Response:**

Recommendation requires further analysis. While CUSD agrees with the need to implement Recommendation 19-08, there are considerable challenges (logistical and financial) which must be considered. District staff will determine the job types, locations and potential number of temporary and contracted workers who will need training, as well as the frequency and methods of training and potential costs that will be required to implement this recommendation. Staff will share recommendations with the district Governing Board no later than November 21, 2019.

### **Recommendation 19-09:**

Conduct active shooter drills with staff that are dynamic and produce "immediacy" of response consistent with the school's approved safety plan.

#### **Response:**

Recommendation 19-09 has been implemented. CUSD works closely with the Carlsbad Police Department to plan active shooter drills for all our staff. The drills are dynamic and prepare staff to lead students through a quick evaluation of their response to options (Run, Hide or Fight) and choose the response that is best suited to protect them. Training focuses on developing heightened situational awareness and a safety mindset. In addition to each site conducting a minimum of 2 active shooter drills each school year, the Carlsbad Police Department conducted an active shooter drill for all of CUSD school site and district office Administrators during the 2017-18 school year which included key staff members of each school site (e.g. Administrative Assistants, Teacher Leaders, etc.). The Carlsbad Police Department also conducted an active shooter training drill for all district classified staff during the 2018-19 school year. Similarly, the Carlsbad Police Department will collaborate with CUSD once again this upcoming 2019-20 school year.

### **Recommendation 19-10:**

Use age-appropriate training methods in conducting lockdown and active shooter drills with students.

#### **Response:**

Recommendation 19-10 has not yet been implemented but will be implemented in the future. CUSD will form a workgroup to consider age appropriate training methods using the "Best Practice Considerations for Schools in Active Shooter and Other Armed Assailant Drills" which was published jointly by the National Association of School Psychologists and the National Association of School Resource Officers. Workgroup members will include teachers, classified staff, school psychologists, school counselors, school nurse, parent representatives, district and site administrators and law enforcement

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representatives. The workgroups recommendations will be available for implementation as soon as possible, but not later than August 15, 2020.

**Recommendation 19-11:**

Coordinate detailed emergency plans for school programs held on campus outside of normal school hours, inform all participants and involve the community's support.

**Response:**

Recommendation 19-11 has not yet been implemented but will be implemented in the future. Safety plans for all CUSD schools will include plans specifically designed for our District's before and after school programs no later than March 1, 2020. All District before and after school program staff will be trained on emergency procedures prior to the start of school. Emergency drills will also be scheduled for before and after school programs to occur with the same frequency as those used during the school day.