

After-Action Report for Critical Life-Threatening Incident

To: Kate Hession, Director Maryland Center for School Safety
From: Edward A. Clarke, Chief Safety Officer, Montgomery County Public Schools (MCPS)
Subject: After-Action Report for Critical Life-Threatening Incident at Col. Zadok Magruder High School (Magruder High School) on January 21, 2022
Date: May 13, 2022

After-Action Overview:

As required under COMAR Sections 14.40.05.04A, 14.40.05.04B, 14.40.05.04C, and the Maryland Safe to Learn Act of 2018 the following actions occurred:

- Notification of the critical life-threatening incident was made to the Maryland Center for School Safety (Center) on January 21, 2022 by the MCPS Supervisor, Department of Systemwide Safety and Emergency Management (DSSEM).
- A preliminary After-Action Meeting was held virtually on March 31, 2022 with representatives from the Center to discuss the parameters of a full review and report.
- The full After-Action Review meeting was held on April 07, 2022 to discuss and review the incident and lessons learned.

Incident Summary:

- On January 21, 2022 at approximately 12:53 p.m., the Magruder High School Security Team Leader (STL) discovered a student inside the C-Hall boy's bathroom who was severely injured from what subsequently was determined to be a gunshot wound in his lower abdomen/pelvis area. The STL noticed students running from the hallway away from the C-Hall boy's bathroom while he was making rounds in the area, and this directed him to investigate the situation. As he approached and entered the boy's bathroom, he observed more than one student running out of the boy's bathroom. The STL found the injured student bleeding heavily from his abdomen area, and multiple staff members responded quickly to provide life-saving first aid, using an available "Stop the Bleed Kit."
- The situation was complicated initially for a couple reasons. The injured student was not cooperative with the STL in advising what happened to him or who the other students were in the bathroom. The students who fled the C-Hall boy's bathroom never came forward to any school administrator or staff member to report what occurred in the bathroom or to request medical attention for the critically injured student.
- Within minutes of discovering the injured student, front office staff called 911 and advised the call taker there was a student bleeding from the abdomen, and the call taker asked for more information. During this process, the administrative secretary advised the call taker it was a 16-year old male student bleeding profusely, that it looked like a possible stabbing, and the student's leg was elevated and he was alert. The call taker advised that police and Fire and Rescue (FRS) were on its way but that FRS would not go inside until police were on the scene.
- Before FRS and police arrived on scene, it was determined that the student had been shot and not stabbed, and when this information was learned, a paramedic unit was also dispatched.
- The Principal placed the school in a building-wide lockdown due to the apparent shooting in the bathroom. The lockdown was announced over the school's PA system.

- Montgomery County Fire and Rescue Service (MCFRS) units arrived at the school and immediately provided the injured student life-saving measures. The student has survived his injuries.
- The CEO was the first law enforcement officer on the scene, approximately 7 minutes after dispatch. The CEO determined the situation did not involve an active shooter, but that the shooter possibly was still on scene, and the CEO requested additional law enforcement support.
- CCTV footage was viewed in an effort to identify who the students were in the boy's restroom when the shooting occurred, and additional information was learned via social media as to who may be involved in the school shooting. Based on this information, an 11th grade student was identified as the alleged shooter; and, it was determined he was inside a classroom when the school went into lockdown, and he was swept by school staff into the classroom.
- A plan was executed by MCPD without incident that took the suspect into custody and kept students and staff safe.
- SWAT officers found the student suspect to have broken down the alleged "ghost gun" into different components and the firearm was not operational due to being broken down. The lockdown was lifted, and the MCPS Central Office Crisis Team arrived to provide the students and staff support and a parent/student reunification and dismissal plan was put into effect.
- In the days following the incident, there were community meetings, and staff, students and parents were given access to counseling, mental health, and trauma recovery support.

Incident Observations and Lessons Learned

- **Information Provided in 911 Call.** It is extremely important for MCPS staff to have all necessary information to provide the 911 call taker so that the necessary emergency resources are dispatched correctly. It is recommended that both MCPS, MCFRS and MCP work together to develop training for MCPS front office staff on how the 911 emergency call process works and what information needs to be provided to the call taker as well as training for 911 call takers to receive training on questions to ask school callers. This could be accomplished in creating a training video discussing the process and protocols for making 911 calls and dispatch objectives.
- **Emergency Medical Treatment.** The life-saving first aid measures provided initially by school staff contributed to saving this student's life. It is recommended that additional "Stop the Bleed Kits" be obtained and placed in schools and that training on life-saving treatments be provided to staff.
- **Community Engagement Officers.** CEOs are assigned to schools within a cluster model. The assigned CEO arrived at the school approximately seven minutes after dispatch and assessed the situation and gathered key information that the incident was not an active shooter, requested additional assistance of officers. This allowed for a priority and expedited police response due to the severity of the situation.
- **Incident Response Command and Training.** Since this critical incident, MCPS administrators, central office staff, senior leadership, and school security staff have received Incident Command training to include tabletop exercises that will improve coordination of response between MCPS, law enforcement, and fire and rescue personnel in a critical incident. In addition, the District-wide Incident Command Team has been reconstituted and updated to reflect the change in new leadership positions. It is recommended that senior level staff from MCPS, MCP, and MCFRS engage in a joint Incident Command training session to include a tabletop exercise.
- **Communication During Lockdown.** Communication during a prolonged lockdown will be evaluated to ensure what technologies are available for staff to receive critical information and

updates using cell phone and computer technology. In addition, options should be explored as to how students and staff can use restrooms or other measures during the prolonged lockdown.

- **Law Enforcement's School Access.** MCPS and MCPD will work together to review whether the appropriate identified law enforcement agencies have access to technology for school-issued key fobs so that law enforcement personnel are able to gain rapid entry into MCPS schools by unlocking entry doors.

Questions regarding the After-Action Report can be addressed to MCPS Chief Safety Officer, Edward A. Clarke, at edward_clarke@mcpsmd.org or 240-740-3066

Department of Systemwide Safety and Emergency Management
MONTGOMERY COUNTY PUBLIC SCHOOLS
Rockville, Maryland

May 12, 2022

MEMORANDUM

To: Dr. Monifa B. McKnight, Interim Superintendent of Schools
From: Edward A. Clarke, Director
Subject: Col. Zadok Magruder High School After-Action Report

The purpose of this memorandum is to request your signature below to approve the Maryland Center for School Safety request. The purpose of this after-action report is to analyze the management and response to the Col. Zadok Magruder High School incident, identifying strengths to be maintained and built upon, as well as identifying potential areas of improvement. This request is due no later than May 13, 2022.

Please refer any questions to Mr. Edward A. Clarke, director, Department of Systemwide Safety and Emergency Management, via email.

EAC:DMH:mmh

Attachment

Copy to:
Mr. D'Andrea
Ms. Reuben
Mrs. Williams

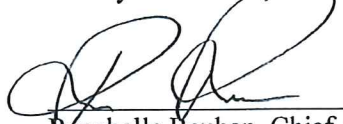
Approved:



Monifa B. McKnight, Interim Superintendent of Schools



Jimmy D'Andrea, Chief of Staff



Ruschelle Reuben, Chief of Teaching, Learning, and Schools