



**2013 Report  
Of the  
Oklahoma Commission on School Security**

Submitted to:

The Honorable Mary Fallin  
Governor of the State of Oklahoma

The Honorable Brian Bingman  
President Pro Tempore  
Oklahoma State Senate

The Honorable T.W. Shannon  
Speaker  
Oklahoma House of Representatives

The Honorable Sean Burrage  
Minority Leader  
Oklahoma State Senate

The Honorable Scott Inman  
Minority Leader  
Oklahoma House of Representatives

March 5, 2013

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**Todd Lamb**  
OFFICE OF THE LIEUTENANT GOVERNOR  
STATE OF OKLAHOMA

March 5, 2013

To: The Honorable Mary Fallin  
Governor of the State of Oklahoma

The Honorable Brian Bingman  
President Pro Tempore  
Oklahoma State Senate

The Honorable T.W. Shannon  
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Oklahoma House of Representatives

The Honorable Sean Burrage  
Minority Leader  
Oklahoma State Senate

The Honorable Scott Inman  
Minority Leader  
Oklahoma House of Representatives

Dear Governor Fallin, Senators Bingman and Burrage, Representatives Shannon and Inman:

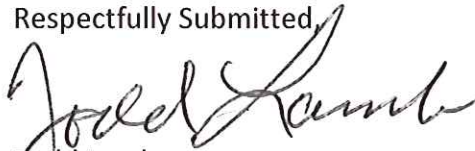
On December 14, 2012, in Newtown, Connecticut, 20 elementary students and 6 teachers were senselessly and violently murdered at the start of their school day. Within days of that tragedy, legislative leaders asked me to lead a statewide effort on school security. On December 20, 2012, the Oklahoma Commission on School Security (OCSS) was announced. The OCSS membership (see page v) contained subject matter experts from multiple fields and professions that relate to school security. The OCSS's charge and focus was to conduct a comprehensive analysis of school security in Oklahoma. The OCSS was given a deadline of March 2013 to

complete its study and to provide recommendations. The deadline provided focus and also challenges.

I thank each OCSS member for their individual focus and commitment to the task at hand. Because of appropriate time constraints, there were some issues that were not explored to the degree that may be warranted. The challenge of a comprehensive analysis of school security was accepted by each OCSS member and the challenge was achieved by the OCSS as a whole.

No person or commission can prevent violence. The OCSS's recommendations are provided to mitigate and lessen future potential large scale school violence. As a parent of two, I know all parents want their children to do well academically. But our larger hope and expectation is to pick up our children in the same condition in which we dropped them off in the morning. Safe and secure.

Respectfully Submitted,



Todd Lamb  
Lt. Governor



## **I. Introduction & Committee Background**

Following the school shooting tragedy in Newtown, Connecticut in December of 2012, Senate President Pro Tempore Brian Bingman and Speaker of the House T.W. Shannon asked Lt. Governor Todd Lamb to chair the Oklahoma Commission on School Security.

After meeting and consulting with legislative leadership the following 22 individuals were appointed to the commission:

**Gary Armbruster, AIA, CEFP**

Principal Architect, MA+ Architecture, Oklahoma City

**Phil Armstrong**

Assistant Pastor, Metropolitan Baptist Church, Tulsa

**Maj. Gen. Lee Baxter (retired)**

State Board of Education Member, Lawton

**Major James Blocker**

Director of EMS, Oklahoma City Fire Department

**Dr. Sharon Brady**

Assistant Director of Special Education, Lawton Public Schools

**Dr. Ryan Brown**

Associate Professor of Psychology, University of Oklahoma

**Kevin Burr**

Superintendent, Sapulpa Public Schools

**Dr. Trice Butler**

Principal, Wilburton Middle School

**Kim Carter**

Director, Oklahoma Office of Homeland Security

**Brandon Clabes**

Chief of Police, Midwest City

**Captain Tim Dorsey**

Captain, Edmond Police Department

**Dr. Eleanor Goetzinger**

Behavior Specialist, Oklahoma City Public Schools

**Randy Holley**

Superintendent, Shattuck Public Schools

**Mike McClaren**

Superintendent, Claremore Public Schools

**Jerry McConnell**

Director of Facility Operations, Moore Norman Technology Center

**David Prater**

Oklahoma County District Attorney

**Dr. Gary Quinn**

Superintendent, Bartlesville Public Schools

**Gary Rudick**

Campus Police Chief, Tulsa Public Schools

**Darry Stacy**

Cleveland County Commissioner, District 2

**Lyn Watson**

Oklahoma City School Board, District 1

**Roger Webb**

Headmaster, Oklahoma Christian School/former President, University of Central  
Oklahoma/former Commissioner, Department of Public Safety

**Tammy Will**

Teacher, Morrison Public Schools

The Oklahoma Commission on School Security received presentations from expert professionals in various fields of relevance. Expert testimonies were provided by:

Kenneth Trump, Ohio, President, National School Safety and Security Services  
*“Proactive School Security & Emergency Preparedness Briefing”*

Melissa White, Oklahoma, Executive Director of Counseling, Department of Education  
*“School Safety”*

Terri White, Oklahoma, Commissioner, Department of Mental Health & Substance Abuse Services  
*“Mental Health and Our Schools: A Presentation to the Oklahoma Commission on School Security”*

Kim Carter, Oklahoma, Director, Office of Homeland Security  
*“School Security Assessment Training”*

Stephen Mortensen, Oklahoma, Vice President, Providence Working Canines, Inc.  
*“Creating a Safer Learning Environment”*

Terri White, Oklahoma, Commissioner, Department of Mental Health & Substance Abuse Services  
*“Behavioral Health: The Relationship to School Safety”*

David Cid, Oklahoma, Executive Director, Memorial Institute for the Prevention of Terrorism (MIPT)  
*“School Security and the Threat From Terrorism”*

Dr. Ryan Brown, Oklahoma, Associate Professor of Psychology, The University of Oklahoma  
*“Honor Culture and School Violence”*

## II. Where We Are/Findings

*According to the 2011 Oklahoma Youth Risk Behavior Survey (among high schools):*

**Finding 1:** 3% did not go to school recently because they felt they would be unsafe at school or on their way to or from school.

**Finding 2:** 6% had been threatened or injured with a weapon such as a gun, knife, or club on school property.

**Finding 3:** 17% were bullied on school property.

*According to the 2010-2011 Annual Incident Report (statewide bullying incident totals):*

**Finding 4:** There were 11,114 reported incidents of bullying involving Kindergarten through 5<sup>th</sup> grade students.

**Finding 5:** There were 18,032 reported incidents of bullying involving 6<sup>th</sup> through 8<sup>th</sup> grade students.

**Finding 6:** There were 9,563 reported incidents of bullying involving 9<sup>th</sup> through 12<sup>th</sup> grade students.

*Starting in 2007, the Oklahoma Department of Homeland Security has provided school security training to schools*

**Finding 7:** Since its initial offering in 2007, only 411 individuals have attended the training.

**Finding 8:** 154 out of 521 school districts have been represented/attended the training.

**Finding 9:** Oklahoma Department of Homeland School Security has spent \$791,000 (34 grants, each grant averaging \$23,000).

*According to the Oklahoma Department of Mental Health:*

**Finding 10:** One in five young people have one or more MEB (Mental, emotional, and behavioral) disorders at any given time.

**Finding 11:** Half of all mental illnesses occur by age 14 and three-fourths by age 24.

**Finding 12:** 40% of youth who need mental health services, and 80% who need substance abuse treatment don't receive it.

**Finding 13:** After just six months of Systems of Care Wraparound Services, data confirms outstanding results:

- Arrests: 48% reduction
- School Detentions: 53% reduction

- Self-Harm Attempts: 39% reduction

*According to national research and reports:*

**Finding 14:** Oklahoma is in the category of what is defined as an honor state.

**Finding 15:** 75% of 108 shootings have occurred in honor states.

**Finding 16:** 85% of all rampage shootings occur in honor states.

**Finding 17:** In these rampage shootings, median town size is 9,000.

**Finding 18:** Based on state law, it is unlawful to possess a firearm on school property (other than authorized personnel), but there is no requirement to report to appropriate law enforcement that have jurisdiction.

**Finding 19:** High school students bringing weapons to school in past month

- OK: 7.5% (rank: 11<sup>th</sup> highest out of 42 reporting)

**Finding 20:** The State Department of Education tip line is no longer in use.

### III. Recommendations

As the Oklahoma Commission on School Security heard expert testimony, three questions were kept in mind as recommendations were discussed and drafted:

- How does this help a principal better secure her or his building, and better prepare for emergencies?
- What are the implications for implementation?
- Is it practical, helpful to those on the front lines?

As a result, the Oklahoma Commission on School Security recommends:

- 1) Formation of the **Oklahoma School Security Institute (OSSI)**—The OSSI will operate under the Oklahoma Office of Homeland Security and will be a center of best practices and a resource for schools across the state to make their school environments safer. As the OSSI develops, some long term study goals may focus on School Resource Officers, school architectural design and bullying, as well as other security issues. The OSSI will be the focal point for coordinating and providing training in school safety and security procedures to Oklahoma schools, to provide a safe and secure environment for students, teachers, and staff members.

The Oklahoma School Security Institute (OSSI) will serve as a complete provider of standardized safety and security training for Oklahoma. The OSSI will coordinate with other agencies to provide training to law enforcement in response to security incidents that occur in schools. The OSSI may also coordinate training opportunities to any discipline that interacts with schools in an effort to increase safety and security. (Mental Health, Emergency Medical, Fire Service, etc.) Working with subject matter experts, the OSSI will identify training needs and work to provide training courses to satisfy those needs.

- 2) Establishing a **Mental Health First Aid Training Pilot Program**—The pilot program should be voluntary and incorporate the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) and district superintendents in its formation.

The pilot program should consider a two-prong approach:

- a. Train the trainers model
- b. Certified mental health training

All aspects of the mental health pilot program should not place any additional mandates on school personnel.

- 3) **Amend and change state law to require school intruder drills**—School intruder drills should be conducted by school districts across the state along with fire and tornado drills. By including these school intruder drills, school personnel are given extra training they

can use in the event of an unforeseen intrusion. Required school drills are not found in one codified location. The law needs to be amended so school personnel can easily locate what drills are required.

Each public school in the State of Oklahoma should conduct a minimum of 10 school safety drills per school year, in which all students, school employees and visitors participate. Such drills shall conform to the written plans and procedures produced by the OSSI and adopted by the district for protecting against natural and man-made disasters and emergencies. These drills will include fire, tornado and school intruder drills and any additional drills the school wants to conduct as each district deems appropriate.

- 4) **Require the reporting of illegal firearms found on school property to local law enforcement**—The principal or school administrator of the school site where a firearm is discovered, should immediately report the discovery of the firearm to the local enforcement having jurisdiction for that school district.
- 5) **Establishing a school security tip line**—A tip line should be reinstated for parents, teachers, students and administrators that is available to call in suspicious activity. The Oklahoma Commission on School Security recommends that this tip line be operated by the new Oklahoma School Security Institute (OSSI) in coordination with additional law enforcement as needed.



# Appendices

## **Appendix A**

Kenneth Trump, Ohio, President, National School Safety and Security Services  
*“Proactive School Security & Emergency Preparedness Briefing”*

# Proactive School Security & Emergency Preparedness Briefing

*Ken Trump*  
*National School Safety and Security Services*

*Oklahoma Commission on School Security*  
*January 22, 2013*

# Briefing Overview

- **My background and perspective**
- **A look at Sandy Hook and its impact**
- **School security trends and issues**
- **Policy and funding context and focus**







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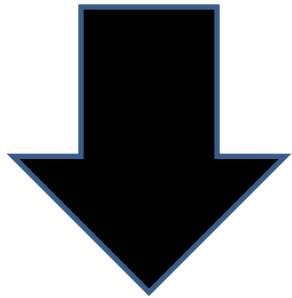




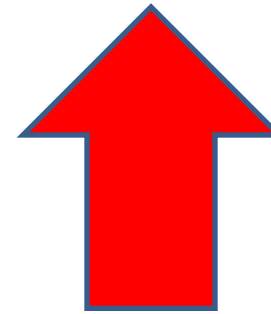




# Direction of school safety: A clear relationship from the field



Prevention  
Intervention  
Security  
Preparedness  
Training



Serious Incidents  
Lawsuits  
Parent/Media Concerns

# Security, Crisis Trends and Observations

- **Lone wolf actors**
- **Active shooters**
- **Irate parents, disgruntled employees, etc.**
- **Threats, social media, and crisis communications**
- **Increased lawsuits – bullying, negligent security-related issues, chronic violent offenders, supervision**

# Focusing on the Fundamentals, Nuts-and-Bolts

- **The five minute rule**
- **Diversify drills**
- **Engage students**
  - **Training students – doors, strangers, drills**
  - **Students leading safety discussions and projects**
- **Reach out to non-traditional community partners**
- **Conduct safety roundtables at administrator meetings**
- **Hold mini-tabletop exercises**

# Policy and Funding - Climate and Context

- **Federal**
- **State**
- **Local**
- **Skewed policy, funding, and practice**



# Policy and Funding - Things to Avoid

- **High-level, low-impact conversations**
- **Fads, feel good - but no practical implementation**
- **Skewed policy and funding vs. comprehensive**
- **Overly prescriptive vs. local flexibility**

# **Policy and Funding - Meaningful Things to Consider**

- **Indiana School Safety Specialist Academy model**
- **Crisis plans, drills, and accountability**
- **Strengthening SROs, physical security, training**
- **Use, challenges, and caveats of safety data**



# **Policy and Funding - Meaningful Things to Consider**

- **Linking education, homeland security /  
emergency management, justice, and mental health**
- **Comprehensive, not skewed policy and funding**

# Policy and Funding - Climate and Context

- **How does this help a principal better secure her or his building, and better prepare for emergencies?**
- **What are the implications for implementation?**
- **Is it practical, helpful to those on the front lines?**

# Additional Resources...

# Practical School Security and Emergency Planning E-Newsletter

Trends and Best Practices For Protecting K-12 Schools

October 23, 2006

## Special Issue

[White House Conference  
on School Safety](#)

[School Access Control  
Tested by Reporters  
Nationwide](#)

## Quick Links

[Best practices for school  
security and emergency  
planning](#)

[Current school year  
shootings and violence](#)

[School-associated  
violent deaths 1999-  
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[About Our Services](#)

## Join our list

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Dear Kenneth,

Welcome to [National School Safety and Security Services'](#) E- Newsletter. Our goal is to provide practical and proactive information to help you keep schools safe. Share your tips and success stories by email to [Ken Trump](#).

## White House Conference on School Safety Conference recap, best practices, and call for action

On Tuesday, October 10, 2006, the White House Conference on School Safety was held in Chevy Chase, MD. The conference was led by the President, First Lady, Secretary of Education, and Attorney General. Four panels focused on preventing, preparing, responding, and best practices for school safety and emergency preparedness.

Kenneth Trump, President of National School Safety and Security Services, was one of the selected invitees who attended along with several of our lead consultant team experts. Major points, themes, and outcomes included:

1. No new ground was broken. The conference did reinforce many best practices already known on school violence prevention, security, and emergency planning.
2. There are no plans for new or restored funding for school safety programs coming out of this meeting.
3. No policy changes are planned.
4. A federal guide summarizing the "best practices" discussed will likely be the only product from the conference.

School Security Blog - Windows Internet Explorer  
http://www.schoolsecurityblog.com/  
McAfee  
Convert Select  
Favorites Suggested Sites Get More Add-ons  
School Security Blog



A safety net for safer schools



Ken Trump's blog on K-12 school safety, security, and emergency planning trends, hot topics, and best practices. [more about Ken](#)

Work with Ken

Sponsored by the National School Safety and Security Services

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- School Safety Leader: Asia Jones
- Bad Things Happen to Good Schools
- Do You Know What Drives Your Decisions in a School Crisis?
- Who is in Charge When an Emergency Hits Your School?

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## MAR 08 2010 School Safety Leader: Asia Jones

Author: [Ken Trump](#) [Permanent Link to School Safety Leader: Asia Jones](#)  
Categories: [School Safety Leaders](#)

You would not expect to find a school administrator responsible for the challenging areas of school safety, student health, discipline, truancy prevention/intervention, and alternative education to be smiling and upbeat every day. Of course, it is also not every day you meet someone like Asia Jones.

Asia is the Executive Director for Student Services in Roanoke City Public Schools in Roanoke, Virginia. She has served in this position for three years. Asia also has eight years experience as an elementary and a middle school principal, prior to which time she was a high school teacher for nine years. She has also served three years in higher education as an adjunct professor.

I had the pleasure of working with Asia on a Readiness and Emergency Management for Schools (REMS) federal grant, for which she was the district's project director. She is an exceptionally bright, dynamic, and talented education professional.



Asia Jones, Executive Director for Student Services, Roanoke City Public Schools

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**KENNETH S. TRUMP**

*Proactive*  
**SCHOOL SECURITY**  
*and*  
**EMERGENCY  
PREPAREDNESS  
PLANNING**



# *Vigilance*

**He is most free from danger,  
who, even when safe, is on  
his guard.**

*Publilius Syrus (1st Century B.C.) was a Latin writer  
of mimes who flourished in the 1st century BC.*





NATIONAL SCHOOL SAFETY  
AND SECURITY SERVICES

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[www.schoolsecurityblog.com](http://www.schoolsecurityblog.com)

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[www.facebook.com/schoolsafety](http://www.facebook.com/schoolsafety)

LinkedIn: Kenneth Trump

## **Appendix B**

Melissa White, Oklahoma, Executive Director of Counseling, Department of Education  
*“School Safety”*

# SCHOOL SAFETY

Oklahoma Commission  
on  
School Security

**“...no school can be a great school until it is a safe school first.”**

- Arne Duncan, U.S. Secretary of Education

# Types of Bullying

- Physical
- Social/Emotional – Relational Aggression
- Verbal
- Sexual
- Electronic – Cyberbullying

# What is Bullying?

- ❑ Imbalance of Power
- ❑ Intentional
- ❑ Repeated behavior
- ❑ Violence or Aggression

# Statutes

## Oklahoma

**School Bullying Prevention Act (2002)**

**Oklahoma School Security Act (2008)**

## Office of Civil Rights

**Title VI of the Civil Rights Act (1964)**

**Title IX of the Education Amendments (1972)**

**Section 504 of the Rehabilitation Act (1973)**

**Title II of the Americans with Disabilities Act (1990)**

# Oklahoma School Security Act

- ❑ Effective November 1, 2008
- ❑ Adds “electronic communication” and “threatening behavior” as part of their bullying prevention policy.
- ❑ Requires districts to establish a procedure for incident investigations.
- ❑ Adds an additional member Safe Schools Committee who is a school official and part of the investigation team.
- ❑ The State Board of Education shall promulgate rules for monitoring school districts for compliance and provide sanctions for noncompliance.



# Oklahoma School Security Act

This law “prohibits **threatening behavior**, harassment, intimidation, and bullying by students at school and by **electronic communication**, whether or not such communication originated at school or with school equipment, if the communication is specifically directed at students or school personnel and concerns **harassment, intimidation, or bullying** at school . . .”

# Policy Shall...

- ❑ Prohibit threatening behavior, harassment, intimidation, and bullying by students at school.
- ❑ Address prevention of and education about such behaviors.
- ❑ Establish an investigation such incidents.
- ❑ Establish a procedure where the school may recommend community mental health care options be provided to the student, if appropriate.
- ❑ Establish a procedure where a school may request the disclosure of any information concerning students who have received mental health care that indicates an explicit threat to the safety of students or school personnel.

# Effective Policy Recommendations

- ❑ Statement of purpose.
- ❑ Definitions clarifying prohibited behavior.
- ❑ Means to report incidents of bullying.
- ❑ Requirement that school personnel report incidents.
- ❑ Process of notification.
- ❑ Tiered discipline.
- ❑ Maintaining written records of incidents.
- ❑ Plan for training and educating school personnel.
- ❑ Review of the policy on a regular basis.

**Do not pass a policy to meet the law, pass an effective policy to eliminate bullying!**

DATA

# YRBS

## Youth Risk Behavior Survey

- ❑ The 2011 Oklahoma Youth Risk Behavior Survey (YRBS) indicates that among high school students:
- ❑ 3% did not go to school recently because they felt they would be unsafe at school or on their way to or from school.
- ❑ 6% had been threatened or injured with a weapon such as a gun, knife, or club on school property.
- ❑ 17% were bullied on school property.
- ❑ The 2010-2011 Annual Incident Report statewide bullying incident totals indicated that:
- ❑ There were 11,114 reported incidents of bullying involving Kindergarten through 5th grade students.
- ❑ There were 18,032 reported incidents of bullying involving 6th through 8th grade students.
- ❑ There were 9,563 reported incidents of bullying involving 9th through 12th grade students.

# Statewide Incident Counts

	2011-2012	2010-2011	2009-2010
Bullying of Students	10,624	38,719	15,967
Bullying of Teacher/Staff	1,013	2,323	1,935
Fighting	18,494	19,611	20,479
<i>Totals:</i>	<i>30,131</i>	<i>60,653</i>	<i>38,381</i>



# Statewide Incident Counts

	2011-2012	2010-2011	2009-2010
Alcohol	657	565	778
Tobacco	3,349	2,851	3,062
Illicit Drugs	2,933	2,842	2,474
<i>Totals:</i>	<i>6,939</i>	<i>6,258</i>	<i>6,314</i>

# Statewide Incident Counts

	2011-2012	2010-2011	2009-2010
Arson	56	56	81
Bomb Threat	38	37	32
Vandalism	1,359	1,342	1,570
<i>Total:</i>	<i>1,453</i>	<i>1,435</i>	<i>1,683</i>

# Statewide Incident Counts

	2011-2012	2010-2011	2009-2010
Toy Guns, Cap Guns, BB Guns, Pellet Guns	295	364	334
Knives	1,035	1,030	974
Other Weapons (razor blades, pencils, etc.)	378	429	461
<i>Totals:</i>	<i>1,708</i>	<i>1,823</i>	<i>1,769</i>

# Statewide Incident Counts

	2011-2012	2010-2011	2009-2010
Handgun Incidents	23	14	28
Rifle/Shotgun Incidents	6	8	8
Other Firearm (explosives, etc.)	5	4	8
Incidents with Multiple Firearms	1	0	1
<i>Totals:</i>	35	26	45

# Statewide Incident Counts

	2011-2012	2010-2011	2009-2010
Bus Incidents	3,710	3,781	3,011
Gang Related Incidents	83	131	201
Hate Crimes	27	93	51
<i>Totals:</i>	3,820	4,005	3,263

# We Must Remember...

**Behind the statistic and the stories are human faces and human lives. We must never forget why we are doing this!**



# Questions????

Melissa White

Executive Director of Counseling/ ACE  
Oklahoma State Department of Education

405-521-3549

[Melissa.White@sde.ok.gov](mailto:Melissa.White@sde.ok.gov)

## **Appendix C**

Terri White, Oklahoma, Commissioner, Department of Mental Health & Substance Abuse  
Services

*“Mental Health and Our Schools: A Presentation to the Oklahoma Commission on School  
Security”*



# Mental Health and Our Schools:

A Presentation to the Oklahoma Commission  
on School Security



**ODMHSAS**

*Creating Healthier Oklahoma Communities*

# Mental Illness and Addiction are Diseases of the Brain

- Both mental illness and addiction are real medical conditions, just like diabetes, cardiovascular disease and heart disease.
- The effectiveness of treatment is well-documented, but, left untreated, they are among the most disabling and destructive illnesses known. Divorce, unemployment, school drop out, unwanted pregnancies, child abuse, accidents, suicide, premature death, lost productivity, incarceration and homelessness are potential consequences of untreated behavioral disorders.



# Our Children: Our Future

- As with adults, mental health is a key component in a child's healthy development. Kids need to be healthy in order to learn, grow and lead productive lives. As parents, advocates and policy makers, we must be the ones to invest in our children to ensure the future prosperity of our state.
- Our children are our future, and safeguarding their physical and mental health should be at the forefront of state agency objectives.
- Even back in 1999, Former Surgeon General Dr. David Satcher said

children's mental health care must become a standard part of general health care, as mental health and healthy social/emotional development are integral and inseparable parts of overall health and affect virtually every outcome of a person's life.



# Background on Mental, Emotional and Behavioral Disorders Among Young People:

---

Mental, emotional, and behavioral (MEB) disorders are a major health threat and are as commonplace today among young people as a fractured limb – not inevitable, but not at all unusual.

- One in five young people have one or more MEB disorders at any given time.
- Half of all mental illnesses occur by age 14 and three-fourths by age 24.
- Clear windows of opportunity are available to prevent MEB disorders and related problems before they occur. Risk factors are well established, preventive interventions are available, and the first symptoms typically precede a disorder by two to four years.



# Strategies for Enhancing the Psychological and Emotional Well-Being of Young People:

- ***Strengthening families*** by targeting problems such as substance use or aggressive behavior; teaching effective parenting skills; improving communication; and helping families deal with disruptions (such as divorce) or adversities (such as parental mental illness or poverty).
- ***Strengthening individuals*** by building resilience and skills and improving cognitive processes and behaviors.
- ***Preventing specific disorders***, such as anxiety or depression, by screening individuals at risk and offering cognitive training or other preventive interventions.
- ***Promoting mental health in schools*** by offering support to children encountering serious stresses; modifying the school environment to promote pro-social behavior; developing students' skills at decision making, self-awareness, and conducting relationships; and targeting violence, aggressive behavior, and substance use.
- ***Promoting mental health through health care and community programs*** by promoting and supporting pro-social behavior, teaching coping skills, and targeting modifiable life-style factors that can affect behavior and emotional health, such as sleep, diet, activity and physical fitness.

# School Risk Factors:

- Risk factors such as victimization, bullying, academic failure, association with deviant peers, violence and substance use occur primarily in neighborhood and school settings.
- Much of youth exposure to violence occurs either at school or on the way to school, research indicates.
- Exposure to violence is associated with children's development of various mental health problems, particularly posttraumatic stress disorder, anxiety, depression, antisocial behavior, and substance use.
- A reciprocal relation exists between academic achievement and mental health outcomes, in which mental health problems adversely affect academic achievement and poor academic achievement is related to the development of multiple problem behaviors.
- Student's relationships with their peers and teachers and the social climate in the classroom have a powerful effect on their development of MEB problems.
- Programs promoting classroom and school procedures that encourage pro-social behavior, positive classroom management strategies, academic achievement, or increased positive bonding to school have important implications for children's healthy development.

# Prevention Recommendations:

---

- 1) Mental Health Training
- 2) School-Based Prevention
- 3) Screening

# Mental Health Training

---

- Mental health is not well understood by the general public or even among certain professionals who interact with populations at risk.
- The vast majority of people with a mental illness are **NOT** violent. Serious mental illness contributes very little to the overall rate of violence in the general population; an estimated 3-5% - much lower than that associated with substance abuse. (In fact, people with no mental disorder who abuse alcohol or drugs are nearly **seven times** as likely as those without substance abuse to commit violent acts.)
- Better identification of mental health risk factors or warning signs prior to or at the first onset of first symptoms can aid in averting the development or escalation of more serious illness or problems.
- Primary care providers and school personnel must be trained on this essential information.

# Program Example:

## Mental Health First Aid

---

- MHFA is an evidence-based training program that helps the public identify, understand, and respond to signs of mental illnesses and substance use disorders within the general population. The program teaches participants risk factors and warning signs of mental health problems, builds understanding of their impact, and overviews common treatments. Those who take the course to certify as Mental Health First Aiders learn a five-step action plan encompassing the skills, resources and knowledge to help an individual in crisis connect with appropriate professional, peer, social, and self-help care.
- The youth version of MHFA can help citizens identify mental health problems in young people, connect youth with care, and safely de-escalate crisis situations, if needed. The program, focusing on youth ages 12 to 25, provides an ideal forum to engage communities in discussing the signs and symptoms of mental illness, the prevalence of mental health disorders, the effectiveness of treatment and how to engage troubled young people in services.

# School-Based Prevention

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## ***Program Example - Lifelines: A Suicide Prevention Program***

The Lifelines program educates students about suicide and students' roles in suicide prevention. It provides information on where to find suicide prevention resources in the school and community.

- Training materials are included for faculty and staff that provide accurate and practical information on identifying and referring students who might be at risk for suicide. *Lifelines: A Suicide Prevention Program* also includes a presentation for parents that answers questions about youth suicide and prevention, and it involves them in the school's suicide prevention activities.
- Designed for implementation in middle schools and high schools, it targets the whole school community by providing suicide awareness resources for administrators, faculty and staff, parents, and students. It fits easily into health class programming and lesson plans.



# School-Based Prevention

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## *Good Behavior Game*

The Good Behavior Game is a classroom management intervention that has shown numerous positive outcomes in a host of areas related to aggressive behaviors, including:

- A reduction in referrals, suspensions or expulsions.
- Significant reduction in life-time juvenile and adult criminal acts.
- Reduction in mental health difficulties (e.g., ADHD and conduct symptoms).
- Reduction in injuries or stress related complaints.
- Reduction in observable symptoms of Oppositional Defiance and Conduct Disorders, whether or not the child is in therapy or the family is receiving interventions.
- Reduction in the manifest symptoms of depression or PTSD.

# School-Based Prevention

## *AlcoholEdu*

AlcoholEdu is an evidence-based alcohol prevention program available to all Oklahoma high schools at no cost through a partnership between the ODMHSAS and the Oklahoma Department of Education.

- 19% of Oklahoma youth report that they had their first drink of alcohol, other than a few sips, before the age of 13. (*YRBS, 2011*)
- 74% of 12<sup>th</sup> graders have used alcohol. (*OPNA, 2010*)

AlcoholEdu has been shown to increase alcohol-related knowledge, undermine acceptance of underage drinking, reduce underage drinking, and reduce riding with an intoxicated driver.



# Screening

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## *Program Example – School-Based Screening*

- School-based screening can contribute to preventing the development of psychological and behavioral problems, which interfere with school performance. There is evidence that screening can identify young people who are at risk for the development of these problems.
- The Institute of Medicine recommends universal screening procedures be targeted for the purpose of:
  - ✓ Improving school success with struggling students
  - ✓ Preventing bullying and student harassment
  - ✓ Improving teacher and peer relationships
  - ✓ Increasing school safety and security, or
  - ✓ Learning to regulate and control behavior

# Screening

## *Program Example – Screening for Depression and Suicide Within the Primary Care Setting*

- Training providers to recognize and treat depression decreases suicidal ideation and completed suicides in patients. It is essential to screen for suicidality if there is any suspicion that a patient might be suicidal.
- Screening tools such as the nine-item scale of the Patient Health Questionnaire (the PHQ-9) can be an effective and time-efficient way to screen patients. The PHQ-9 is based directly on the diagnostic criteria for major depressive disorder in the Diagnostic and Statistical Manual Fourth Edition (DSM-IV).



# Screening

## ***Program Example – Screening, Brief Intervention and Referral to Treatment (SBIRT)***

SBIRT targets those with non-dependent substance use and provides effective strategies for intervention prior to the need for more extensive or specialized treatment.

All patients in participating emergency rooms, primary health clinics, campus health centers, or other health care venues undergo a quick screening to assess alcohol and drug use. If they're at risk of developing a serious problem, they receive a brief intervention to raise their awareness of substance abuse and motivate them to change their behavior. Patients who need more extensive treatment receive referrals to specialty care.

SBIRT is based upon 20 years of research; studies performed by the World Health Organization have shown a 60% decrease in substance use following a single brief intervention.

For more information: **1-877-SBIRTOK (1-877-724-7865)**

# Conclusion

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To be successful, any discussion about increasing school safety must address the issue of mental health. As nearly half of all lifetime mental illnesses start by age 14, the importance of prevention and early intervention cannot be overstated.

Just as we screen our young people for asthma and other physical illnesses, we also must screen them for such illnesses as depression, anxiety or other behavioral health issues.

The sooner a mental or addictive disorder is diagnosed and treated, the better the outcome is for all involved, just as is the case with diabetes, cancer or heart disease when diagnosed early.

Recommendations for this commission include:

- Mental Health Training
- School-Based Prevention
- Screening

## **Appendix D**

Kim Carter, Oklahoma, Director, Office of Homeland Security  
*“School Security Assessment Training”*







## Past School Training 2007 to 2012

- 411 Attended Training
- 154 Different School Districts
- OKOHS Has Spent \$ 791,000 (34 grants)



## Future Trainings Scheduled

Jan. 21-22: Guymon

Feb. 6-7: Enid

Feb. 20-21: McAlester

March 6-7: Claremore

March 27-28: Lawton

April 3-4: Norman

Additional classes are anticipated due to demand.



# **School Security Assessment Training Day 1**



## Class Outline

- First Day
- Introduction NIMS Issues
- History Of Shootings-Why Target Schools?
- Can School Shootings Be Prevented?
- Prevention Equipment
- When Seconds Count
- School Bus Issues



# OKLAHOMA OFFICE OF HOMELAND SECURITY

## National Incident Management System (NIMS)



(C) 1999 Jim Leonard



## What is a Safe School?

- A climate focused on respect, acceptance of diversity and peaceful resolutions to conflicts
- Strong academics and extra-curricular programs; prevention and intervention programs to support students
- Balanced, pro-active school security measures that provide a safe environment
- A school staff trained to recognize early warning signs of potential violence
- Educators who have active working relationships with police / fire / EMS and other community public safety personnel and is prepared





## Those who forget their history are destined to repeat it

- To facilitate effective planning for future emergencies, it is important to analyze the recent active shooter situation and create an after action report. The analysis and reporting contained in this report is useful for:
  - Serving as documentation for response activities
  - Identifying successes and failures that occurred during the event
  - Providing an analysis of the effectiveness of the existing Emergency Action Plan



## Can School Shootings Be Prevented?





## Five Stages of A Shooter

- Fantasy Stage
- Planning Stage
- Preparation Stage
- Approach Stage
- Implementation Stage



## 10 Myths About School Shootings

- He just didn't fit the profile
- He just snapped
- No one knew
- He hadn't threatened anyone
- He was a loner
- He was crazy
- If only we'd had a SWAT team
- He had never touched a gun
- We did everything we could to help him
- School violence is rampant



## Safe School Reality

- The Reality:
- We can NOT predict the origin of the next threat.
- It is virtually impossible to guarantee an incident will not happen at any school.
- Somewhere, at some school, an individual is fantasizing, drawing pictures, making a list, etc. ARE YOU READY?



## How to Survive a School Shooting When Seconds Count





# **School Security Assessment Training**

## **Day 2**





## Class Outline

- Second Day
- Active Shooter Response
  - School Staff
  - Law Enforcement
- Scared or Prepared? – The Four D's
- School Security Assessment
  - Putting the Team Together
  - Phase I and Phase II
- How to Prepare Your Assessment



## School Officials Four Choices

- Evacuate
- Lock-down
- Lock-Out
- Take Action



# ACTIVE SHOOTER

**Protecting  
the Lives  
of Innocents  
in Shooting  
Situations**





## Scared or Prepared?

- Deter
- Detect
- Delay
- Destroy



## School Security Assessment Phase 1

- 50% of Assessment prior to inspection
- Organize the security assessment team
- Identify critical assets at each school
- Schedule the security assessment dates
- Obtain and review your current security plan
- Assess the environment around the school
- Assess response capabilities



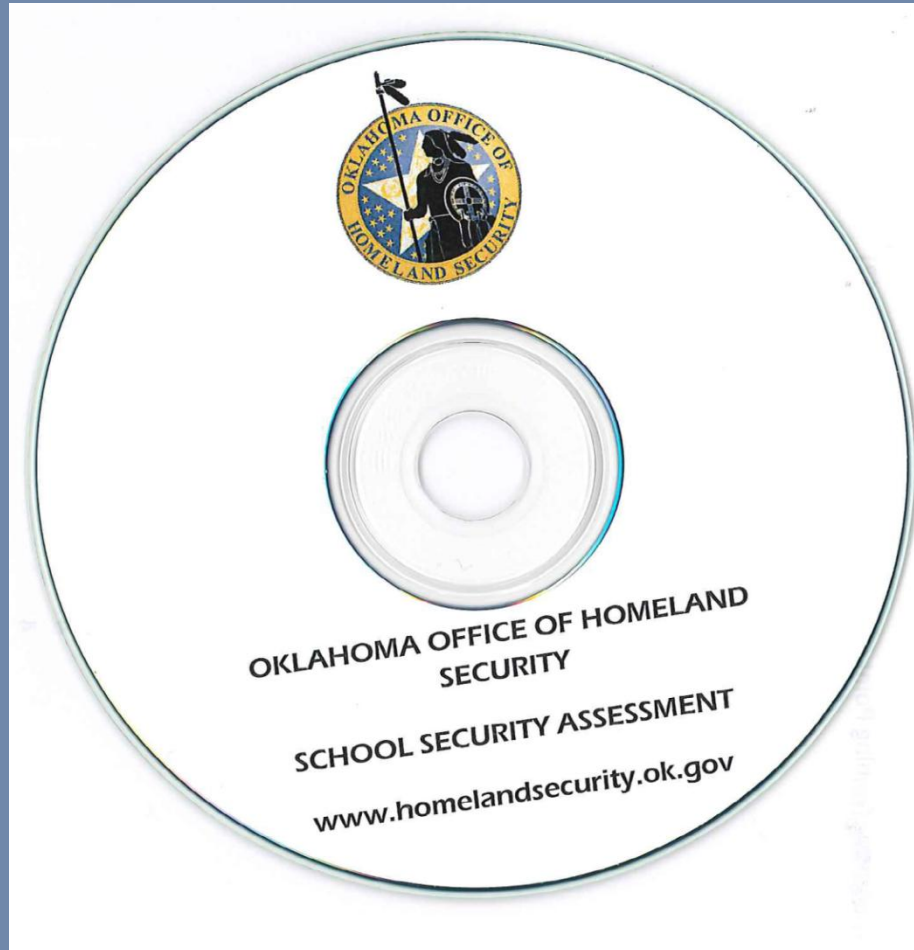
## School Security Assessment Phase 2

- What I think I will find vs. What I did find
- View areas you expect “points of failure”
- Look for protection in depth
- Look for security redundancy



# OKLAHOMA OFFICE OF HOMELAND SECURITY

## Resource CD







OKOHS Contact Information:

[okohs@dps.state.ok.us](mailto:okohs@dps.state.ok.us)

(405) 425-7296

**School Security**

**Assessment Training**

## **Appendix E**

Stephen Mortensen, Oklahoma, Vice President, Providence Working Canines, Inc.  
*“Creating a Safer Learning Environment”*



# PROVIDENCE WORKING CANINES

*presents:*

## **“CREATING A SAFER LEARNING ENVIRONMENT”**

A STATE OF SCHOOL SAFETY ADDRESS

GIVEN TO

THE OKLAHOMA SCHOOL SECURITY COMMISSION

***“The world is a dangerous place, not because of those who do evil, but because of those that look on and do nothing.”***

**- Albert Einstein**

WEAPONS

## **POSSESSION OF A FIREARM ON SCHOOL PROPERTY**

It shall be unlawful for any person, except a peace officer or other person authorized by the Board of Education of that District or governing body for any public or private school, to have in his or her possession on any public or private school property or while in any school bus or vehicle used by any school for transportation of students or teachers any firearm or weapon designated in Section 1272 of this title.

**Title 21, Section 1280.1  
Oklahoma Statutes**

***The following images are actual weapons  
successfully discovered on school campuses  
during the school day...***

# WEAPONS ON CAMPUS

Successfully Detected on a High School Campus



Providence Working Canines, Inc.



# WEAPONS ON CAMPUS

Successfully Detected on a Tech School Campus



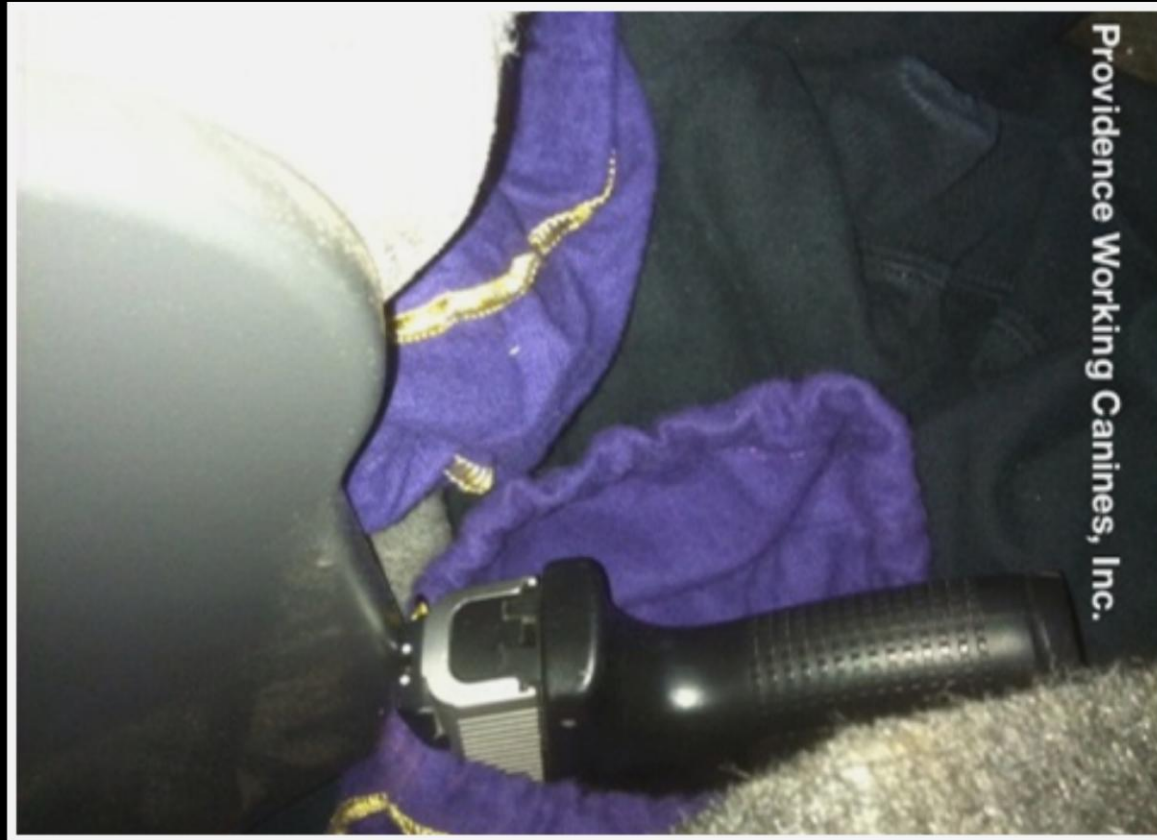
# WEAPONS ON CAMPUS

Successfully Detected on a High School Campus  
Marijuana Inside Silver Knife Handle



# WEAPONS ON CAMPUS

Successfully Detected on a High School Campus  
While Distributing Illicit Drugs



Providence Working Canines, Inc.

# WEAPONS ON CAMPUS

Successfully Detected on a High School Campus





# WEAPONS ON CAMPUS

Successfully Detected on a High School Campus



Amazingly, the typical response among Law Enforcement when a Student brings a gun to school is, “I don’t believe there is any intent...”

One day, they could be wrong...

The Gun Free Safety Act and State Statute highlight possession,  
not intent, concerning firearms on School Property.

# ILLICIT DRUGS



**POSSESSION OF NARCOTICS  
WITHIN 1000 FEET OF A SCHOOL**

**63.2.402.6**

**Oklahoma Statutes**

**POSSESSION OF NARCOTICS  
WITH INTENT TO DISTRIBUTE  
WITHIN 2000 FEET OF A SCHOOL**

**63.2.401.E**

**Oklahoma Statutes**

**ALL PORTIONS CLAUSE  
OF MARIJUANA POSSESSION**

**63.2.101.23**

**Oklahoma Statutes**

***The following images are actual illicit drugs  
successfully detected on school campuses  
during the school day...***

# NARCOTICS ON CAMPUS

Successfully Detected on a Tech School Campus



# NARCOTICS ON CAMPUS

Successfully Detected on a High School Campus



# NARCOTICS ON CAMPUS

Successfully Detected on a High School Campus

iPhone Scale Paraphernalia



**ALCOHOL**

***Alcohol involved  
accidents are the #1  
killer among teenagers  
today...***

*The following images are actual  
alcoholic beverages successfully  
detected on school campuses  
during the school day...*



# ALCOHOL ON CAMPUS

Successfully Detected on a High School Campus



Providence Working Canines, Inc.

# ALCOHOL ON CAMPUS

Successfully Detected on a High School Campus

Stealth Paraphernalia Containing Rum



# ALCOHOL ON CAMPUS

Successfully Detected on a High School Campus



Providence Working Canines, Inc.

# COMMONLY ABUSED MEDICATION

***We now live in a Generation Rx  
Society where Commonly Abused  
Medications are at all time  
epidemic levels among students...***

***The following images are actual  
Commonly Abused Medications  
successfully detected on school campuses  
during the school day...***



# ABUSED Rx ON CAMPUS

Successfully Detected on a High School Campus



Providence Working Canines, Inc.

# ABUSED Rx ON CAMPUS

Successfully Detected on a High School Campus





# ABUSED Rx ON CAMPUS

Successfully Detected on a High School Campus



# THE FUTURE OF OKLAHOMA



Providence Working Canines, Inc.

***Providence Working Canines would like  
to thank Lt. Governor Todd Lamb and the  
Oklahoma School Security Commission  
for their exemplary leadership  
in our ever changing world...***



*“Succeeding Where Man Alone Never Could”*

## **Appendix F**

Terri White, Oklahoma, Commissioner, Department of Mental Health & Substance Abuse  
Services

*“Behavioral Health: The Relationship to School Safety”*



# Behavioral Health: The Relationship to School Safety

A Presentation to the Oklahoma Commission on School Security

Terri White, Commissioner

Oklahoma Department of Mental Health and Substance Abuse Services



**ODMHSAS**

*Creating Healthier Oklahoma Communities*



# Addressing Behavioral Health Issues and the Resulting Impact on School Safety

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**Previously Addressed:** There are programs available to schools to help prevent escalation of problem issues, and to identify youth who are at greatest risk to experience negative consequences related to untreated mental health and substance abuse issues.

**Today:** Our issue today is treatment and services. Specifically, treatment and services at the school level, and at the community level.

**Key Points:** What occurs when children are identified as at-risk? Are they linked to services, and if so, what type of services? Are they appropriate services? And, how does overall access to services, for all Oklahomans, impact the broader questions of school safety?

# There is a Huge Gap in Services for Oklahomans in Need

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70% of indigent adults needing mental health treatment, and 78% in need of substance abuse services don't receive them.

40% of youth who need mental health services, and 80% who need substance abuse treatment don't receive it.



# Treatment Services

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The department's FY'14 budget request does address expansion of needed services to impact a multitude of negative consequences that occur when treatment is unavailable.

**Support for these Measures:** Certain aspects of this request have been included in the Governor's Budget Proposal: Funding to target suicide prevention, youth with behavioral health needs and expanded crisis care for adults.

# Treatment Services

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When we talk about treatment, what are we really saying in terms of how this impacts safety concerns? Think of it this way:

As little as a \$2,850 a year investment in treatment for a person in need of services **can be the difference** in determining whether or not that individual is:

- One of the people we have talked about as being *dangerous* as a result of their illness; or,
- One of the majority of people with a mental illness and/or addiction who are *no more of a threat than anyone else* in the general population.

# Treatment Services

---

The department has been involved in direct services to schools since 2004, although those services have been limited based on funding availability.

For example, department contracted providers deliver such services as:

- Cognitive Behavioral Therapy
- Trauma-Focused Cognitive Behavioral Therapy
- Solution-Focused
- Bullying Groups

# The Good News: These Services Work

---

The bottom line is that treatment works.  
Example:

After just six months of SOC Wraparound Services, data confirms outstanding results:

## **Arrests**

A documented *48% reduction*

## **School Detentions**

A documented *53% reduction*

## **Self-Harm Attempts**

A documented *39% reduction*

## **Out of Home Placements**

A documented *30% reduction*

# Potential Policy Decisions

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## Outpatient Civil Commitment (Kendra's Law)

Kendra's Law basically allows courts to order certain seriously mentally ill individuals to accept treatment as a condition for living in the community. The law is aimed to help a small group who have a history of re-hospitalization that is associated with going off medications.

- It has been enacted in other states. It would require legislative action to be enacted in Oklahoma.
- It also requires a significant additional investment in outpatient care. Enactment of legislation without this investment would setup the law to fail, and crumble the existing treatment system by pushing others out of the system.

# Potential Policy Decisions

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**CIT Training:** The department provides CIT training throughout the state. There could be a targeted effort to increase the availability of training for school resource officers and campus police, in addition to possibly adapting the training to be provided to other school personnel (including teachers and administrators).

**Community Follow-up:** Provide assistance to the communities related to follow-up regarding tragic incidents (Example: ODMHSAS Suicide Response)

**Focus Additional Services on College Campuses:** The onset of mental illness most often occurs in the late-teen years and early adulthood. There is also a documented issue with substance abuse on college campuses.

# What can ODMHSAS and Oklahoma's Behavioral Health Provider System do to help?

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Identification of mental health and substance abuse issues;

Training school staff in related issues such as trauma, bullying prevention and suicide prevention;

Close the treatment gap:

- 70% of indigent adults needing mental health treatment, and 78% in need of substance abuse services don't receive them.
- 40% of youth who need mental health services, and 80% who need substance abuse treatment don't receive it.



## **Appendix G**

David Cid, Oklahoma, Executive Director, Memorial Institute for the Prevention of Terrorism  
(MIPT)

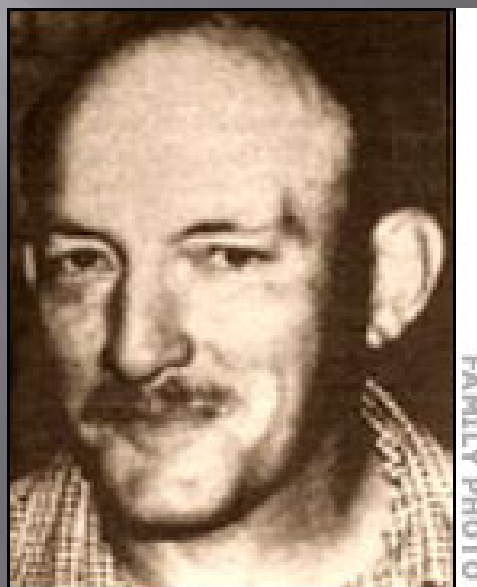
*“School Security and the Threat from Terrorism”*



OKLAHOMA COMMISSION ON  
SCHOOL SAFETY  
*THE HONORABLE TODD  
LAMB, CHAIRMAN*

*Presented by:*  
David Cid, Executive Director  
*Memorial Institute for the  
Prevention of Terrorism*

# Patrick H Sherrill



# Table 1: Number of Incidents by Country

<i>Country</i>	<i>Number of Incidents</i>	<i>Country</i>	<i>Number of Incidents</i>
<b>U.S.</b>	<b>271</b>	<b>Bosnia</b>	<b>1</b>
<b>Canada</b>	<b>8</b>	<b>Brazil</b>	<b>1</b>
<b>Germany</b>	<b>7</b>	<b>Denmark</b>	<b>1</b>
<b>Australia</b>	<b>5</b>	<b>Egypt</b>	<b>1</b>
<b>Israel</b>	<b>3</b>	<b>Greece</b>	<b>1</b>
<b>United Kingdom</b>	<b>4</b>	<b>Norway</b>	<b>1</b>
<b>Finland</b>	<b>2</b>	<b>Slovakia</b>	<b>1</b>
<b>France</b>	<b>2</b>	<b>Somalia</b>	<b>1</b>
<b>Italy</b>	<b>2</b>	<b>Spain</b>	<b>1</b>
<b>The Netherlands</b>	<b>2</b>	<b>Sweden</b>	<b>1</b>

## Table 2: Number of Incidents by Location

<i>Location Type</i>	<i>Number of Incidents</i>	<i>Percentage</i>
<b>School</b>	<b>68</b>	<b>24%</b>
<b>Office Building</b>	<b>31</b>	<b>11%</b>
<b>Open Commercial</b>	<b>67</b>	<b>24%</b>
<b>Factory/Warehouse</b>	<b>33</b>	<b>12%</b>
<b>Other</b>	<b>80</b>	<b>29%</b>
<b>Total</b>	<b>279*</b>	<b>100%</b>

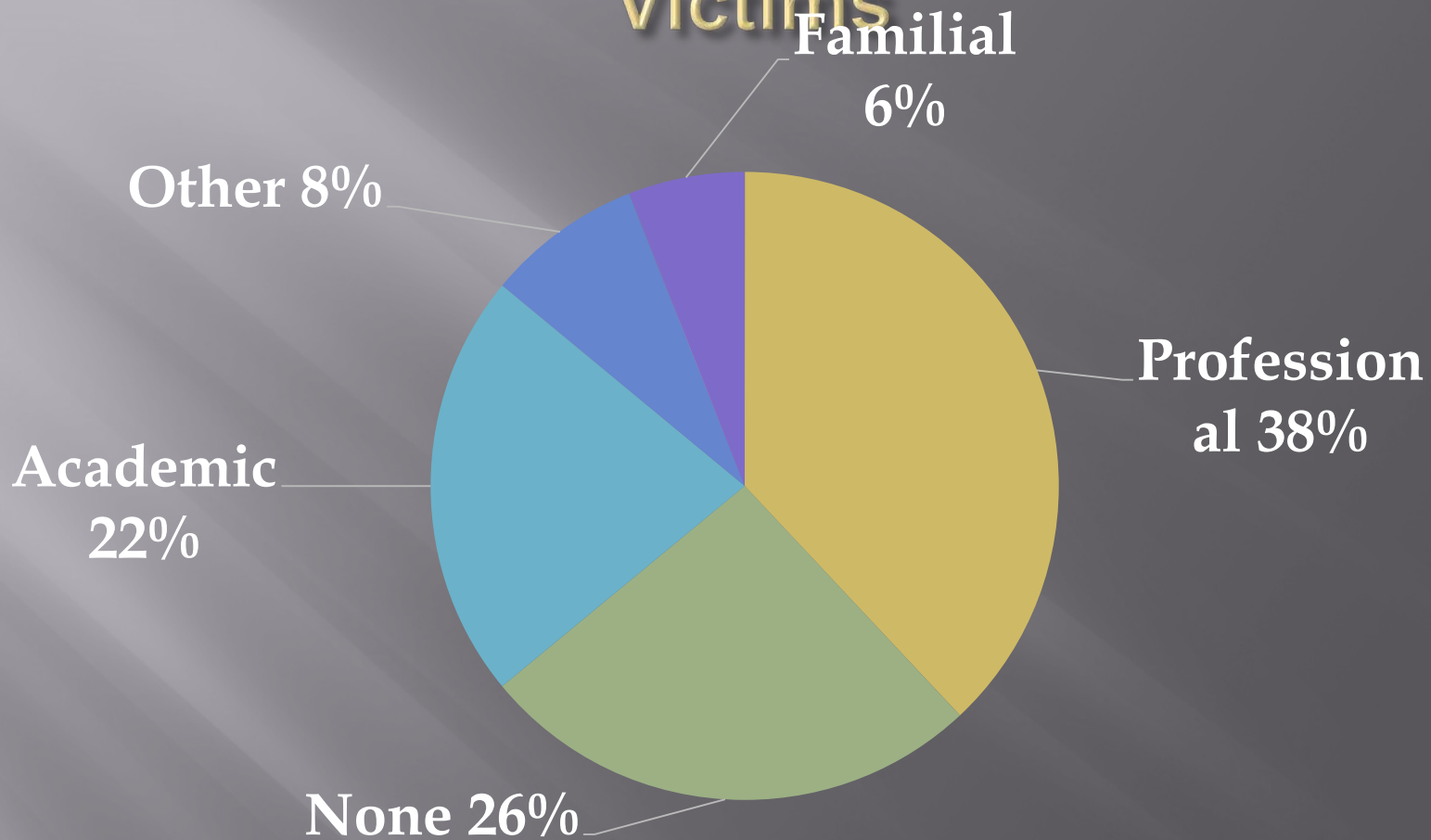
## Table 3: Number of Incidents by Incident Resolution

<i>Resolution</i>	<i>Number of Incidents</i>	<i>Percentage</i>
<b>Applied Force</b>	<b>99</b>	<b>43%</b>
<b>No Applied Force</b>	<b>37</b>	<b>16%</b>
<b>Suicide/Attempted Suicide</b>	<b>93</b>	<b>40%</b>
<b>Attacker Fled</b>	<b>1</b>	<b>&lt;1%</b>
<b>Total</b>	<b>230</b>	<b>100%</b>

# Table 4: Number of Incidents by Year

<i>Year</i>	<i>Number of Incidents</i>	<i>Year</i>	<i>Number of Incidents</i>
2000	2	2006	11
2001	7	2007	15
2002	5	2008	12
2003	15	2009	22
2004	7	2010	20
2005	9	2011	11
		2012*	17

# Figure 2: Attacker's Relationship to Victims





# Oklahoma City Bombing





# Threat Assessment

- ▣ Presence: are they here?
- ▣ Capability: Do they have the means?
- ▣ Interest/Intention: What are their intentions?
- ▣ Operational History: Have they been violent in the past?

# The KKK



Members of the Indiana-headquartered National Knights of the KKK

# Militias



# Sovereign Citizens



A homemade "sovereign citizen" ID badge





# Al Qaeda





# Environmental Extremists





# Anarchists





## **Appendix H**

Dr. Ryan Brown, Oklahoma, Associate Professor of Psychology, The University of Oklahoma  
*“Honor Culture and School Violence”*

# Honor Culture and School Violence


Ryan P. Brown, Ph.D.

Department of Psychology  
The University of Oklahoma

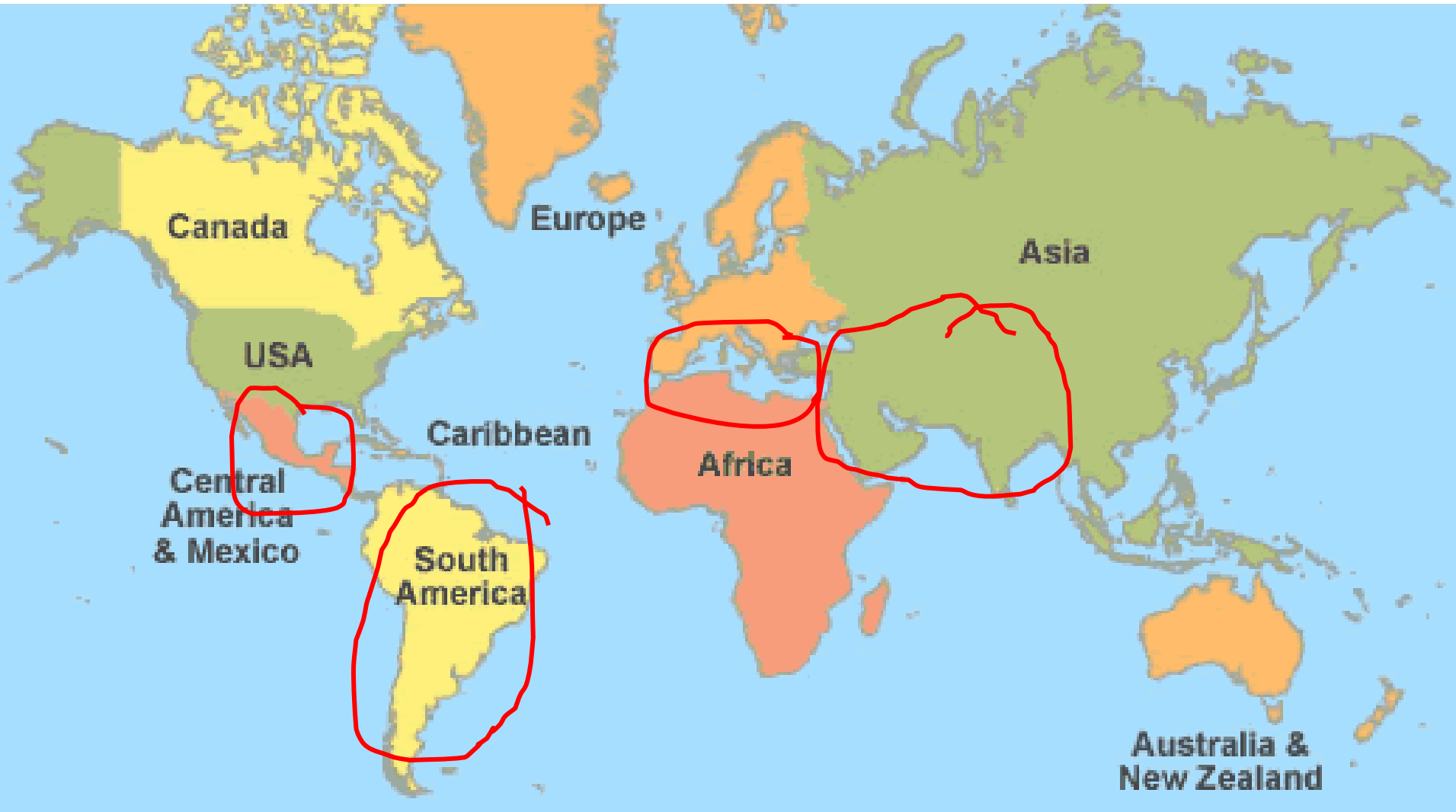
*“There’s nothing so practical as a good theory.”*

*- Kurt Levin*

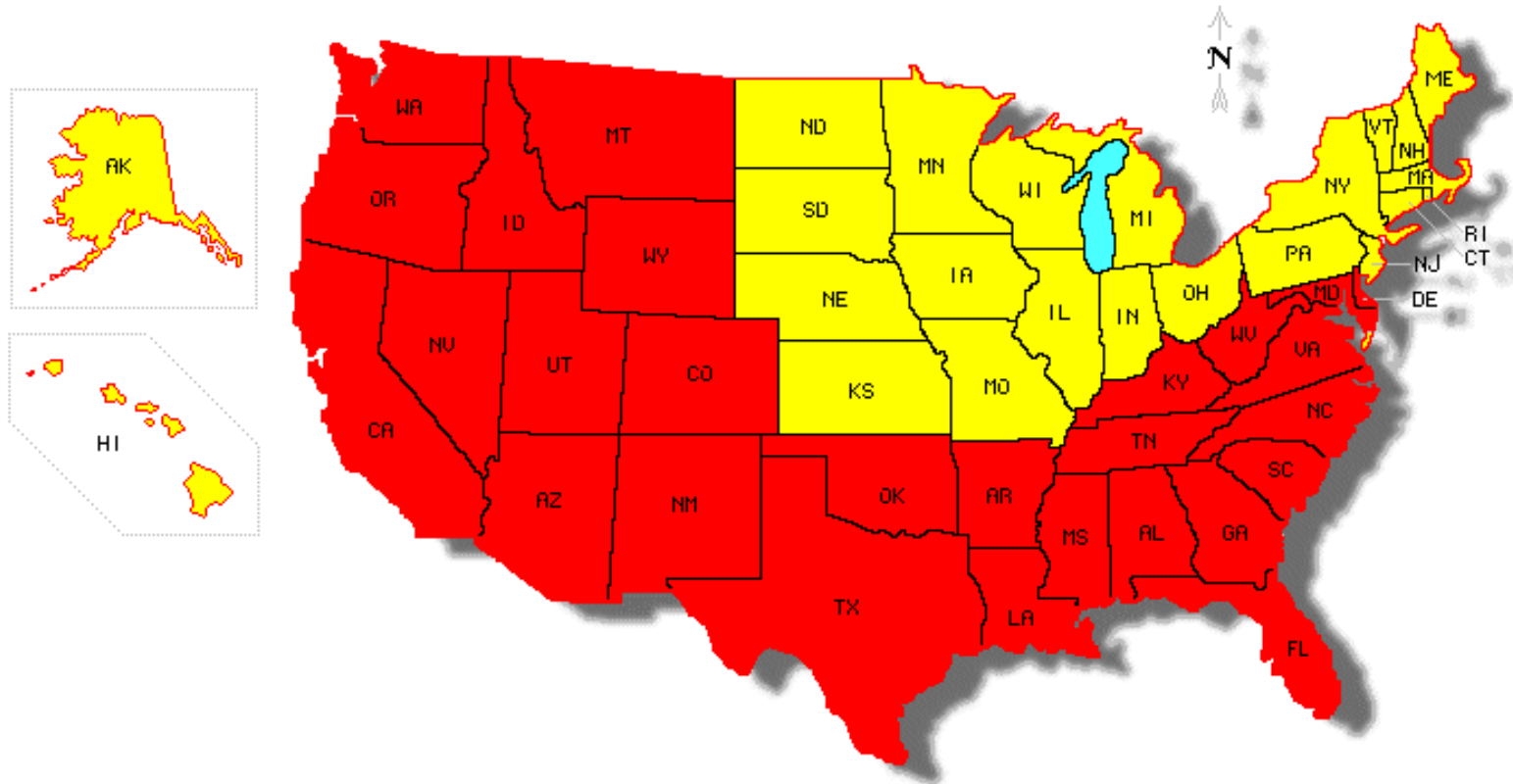
# What Is “Honor” in an “Honor Culture”?

- ▶ Honor = reward? virtue? 
- ▶ Honor = reputation
- ▶ Honor = the right to precedence
- ▶ Honor = earned respect

# Cultures of Honor Around the World

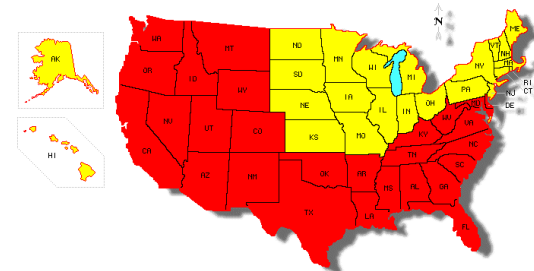


# Culture of Honor in the U.S.



# Honor States Exhibit Higher Rates of...

- ▶ Argument-related homicide (Nisbett et al., 1995)
- ▶ Excessive risk-taking and accidental deaths (Barnes, Brown, & Tamborski, 2012)
- ▶ Depression and suicide (Osterman & Brown, 2011)
- ▶ **Note:** regional differences occur primarily among White males, and are especially strong in non-metropolitan areas
- ▶ Elevated rates of school violence (Brown, Osterman, & Barnes, 2009)



# School Violence (Brown, Osterman, & Barnes, 2009)

- ▶ Studies of high-profile cases: bullying, teasing, romantic rejection
- ▶ Threat to masculine identity
  - “masculinity scripts” (Newman et al., 2005)
- ▶ Data: “prototypical” shootings between 1988 and 2008
  - Perpetrator = student, teacher; carried out on school grounds; gun discharged at others (not suicide, not accident)
- ▶ 108 total shootings:
  - **75%** in honor states
  - **85%** of “rampage shootings” (Newman et al., 2005)

Note: median town size = **9,000**



# School Violence (cont.)

- ▶ High School Students bringing weapons to school in past month
  - OK: 7.5% (rank: **11<sup>th</sup>** highest out of 42 reporting)
- ▶ School bombings (ATF), 2005-2010 (March): **71%** in honor states

# Investments in Mental Health Care

Honor culture values lead to stigmatization of mental health needs → hence, less investment in mental health care services

	<u>Honor</u>	<u>Non-Honor</u>
▶ MH Expenditures:	\$75	\$107
▶ Practitioners:	48	63
▶ MH Organizations:	14.6	19.6

# Summary

- ▶ Honor culture beliefs and values enhance sensitivity to reputation threats (esp. among men), which paves the way for aggression.
- ▶ Smaller towns/schools increase power of reputation threats
- ▶ Important implications for school violence:
  - Depression, suicide
  - Less investment in mental health care
  - Bullying → desire to restore masculinity → violence

# Implications and Applications

1. Suicidal plans → practice, build-up
  2. Restoration of reputation → bragging prior to violence
    - Opportunity: help students report threats
    - Everyone must take threats seriously
    - Administrators must react consistently but fairly (zero tolerance = zero flexibility = zero reporting)
    - Increase connections between teachers, SROs, parents, and students – channels of communication
    - Invest in online “tip” systems?
  3. Increase quality and quantity of MH resources
- 