



# Setracon - Ingraham High School Incident Analysis

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## **Ingraham High School Incident Analysis**

**January 20, 2023**

Seattle Public Schools retained the services of Setracon Incorporated to conduct an analysis of physical security at Ingraham High School and create a report of findings, including recommendations that can be used to improve security at Ingraham High School and other high schools to prevent an incident like this from occurring in the future.

Our findings will be in several areas.

- Policies, Procedures, and Education
- Physical Security
- School Security Personnel
- Critical Communications
- Signage
- Crime Prevention Through Environmental Design and Landscaping

### **Background Information**

Our findings are based on a review of applicable policies and procedures, emergency management plans, interviews with Ingraham High School leadership, and a site visit.

### **Opportunities for Improvement**

#### **Policies, Procedures, and Training.**

Policies and procedures and adequate training in those procedures are critical in successfully managing emergency events. We reviewed the building's emergency plans and found them to be well-written. We noted that knowledge of the plans and people's understanding of their roles, especially leadership roles in an emergency, need improvement.

Exercising a plan is a low-cost tool that allows key stakeholders involved in the planning and implementing of an emergency response plan to test the plan through a facilitated scenario-based discussion and to identify gaps. The gaps can then be closed, and the plan improved.

A plan is only as good as the training that has been accomplished. It is a known fact that in an emergency, a person will always default to their lowest level of training. In a crisis, everyone has a role to play. Some are leadership roles, and others are individual roles. Knowing your role

significantly impacts a successful response and resolution to an incident. We can only expect our leaders, leadership teams, and individuals to respond appropriately and confidently in a crisis if they have been properly trained and exercised in the plan.

We recommend training and exercise in all school emergency plans.

### **Physical Security and Crime Prevention Through Environmental Design (CPTED)**

There are several areas for improvement in physical security.

1. Entrances: When I arrived at Ingraham, there was a small sign on the right-hand side of the door that stated, “All Visitors Report to the Main Office.” The front doors were unlocked, and upon entering, the office was about 100’ into the building. There are video cameras, but they are not continuously monitored. As I stood at the entrance for several minutes looking for the office, a person approached me dressed in sweats and tennis shoes and asked if they could assist me. I found out later that this person was the assigned security professional.

Someone with malicious intent could be deep into the school before they are detected. Three metrics measure good physical security: detection, delay, and response. A properly functioning system has early detection and sufficient delays in detaining an adversary at predictable points to permit a response force to arrive adequately. Ideally, we want to push detection to its farthest point from the protected environment, the street, or the parking lot.

- a. Door locks and door locking mechanisms-On the entry doors, replace all door locking devices with electronic locks and automated doors. In this case, doors can be electronically controlled. There are no keys to maintain, and no one has to run to a door, expose themselves to potential danger, and lock it in an emergency. After arrival and departure hours, the doors stay locked for entry but open for exit. When paired with an integrated video intercom system that is connected and responded to at a reception or security desk, there is absolute control over who enters the building. First responders and Staff would be provided access control cards to facilitate entry.
2. Cameras-in the interior and exterior of the Ingraham Campus, there is a mix of analog and digital cameras. Additionally, there are some blind spots.
    - a. We recommend upgrading all cameras to digital cameras. Digital cameras have several advantages; they can be upgraded with video analytics and weapons detection. Video analytics can create a virtual box, detect a bag left behind, or a

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- virtual fence. Additionally, artificial intelligence and machine learning add-ons can identify a weapon (knife, baton, handgun, or long gun) in someone's hands.
- b. With digital cameras comes the ability for multi-lens cameras. Multi-lens cameras have 180, 270, and 360-degree views. For example, a single-lens camera mounted on the corner of a building can be improved with a 270-degree view, removing some of the blind spots and the need for multiple single-lens cameras. A single 360-degree camera can cover an entire parking lot. When coupled with the A.I. and analytics, an adversary would be detected before they even reached the building pushing detection out to the parking lot.
  - c. Another advantage of digital cameras is that they can be monitored through an application on a smart device or a traditional monitor. A feature like this could be provided to every staff member.
3. Security Personnel-security personnel serve numerous roles in a school. Among the most important responsibilities are maintaining a visible presence and building trust. Another critical responsibility includes touring the campus frequently. High-risk areas have been identified—such as locker rooms, bathrooms, isolated hallways or stairways, portable classrooms, playing fields, other outbuildings, and isolated areas of the building grounds. Security personnel should tour these areas more frequently.
    - a. It is our opinion that Security personnel should be in a soft uniform that clearly identifies them as security. Examples would be polos, slacks, and light jackets marked with the school logo and the word SECURITY. Not only do they become more effective in the previously identified roles, but they also become a visible deterrent to illegal activity.
  4. Campus Communications-the purpose of campus communications is to keep people safe by enabling everyone to hear, be heard, and be understood in an emergency. The campus communications we identified were one-way via a public address system. Blue light poles and emergency call boxes strategically located around the campus, in parking lots, and on sports fields allow staff and students to report suspicious activity immediately and communicate when they feel threatened by nearby activity or fear becoming a victim. Likewise, immediate outward communication is more effective when a hazardous situation requires a lockdown, shelter-in-place, or evacuation order.
  5. Signage- Having good interior and exterior signage offers many benefits to a school campus. It can improve punctuality, increase safety, celebrate academic and athletic achievements, and act as a notice board for important school events. The one sign we observed was small, poorly placed, and difficult to read. We feel that good signage directs people to where they need to be, informs people of expected conduct, increases safety,

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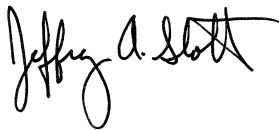
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and promotes values. Ingraham may want to consider installing more directed signage around the campus.

6. CPTED and Landscaping-landscaping from a CPTED perspective should improve natural surveillance and discourage poor behavior. Trees should be limbed up to eight feet and shrubs trimmed down to three feet to enhance visual perception. We observed numerous locations needing improved landscaping because it may be blocking a camera's view, denying visual perception, or hiding undesirable behavior. There are three areas of particular concern.
  - a. In the southeast corner of the campus, there is a forested area that is technically not part of the school campus, but some agreements are in place regarding this area. We walked into the forested area and noted evidence of undesirable behavior. The area could be significantly improved by cutting the tree limbs up to eight feet and daylighting the area.
  - b. On the northwest corner of the campus is a treed area that should be limbed up and cleaned up so that a person on the sidewalk or street can clearly see the school building. Additionally, some of the trees are blocking camera views.
  - c. On the southwest corner of the campus, some trees and shrubs block a clear view of the sports fields.
  - d. On the campus proper many shrubs are too tall and provide a place for an undesirable activity or a place for an adversary to hide. These shrubs should be trimmed down to three feet.
  - e. The view from every exterior camera should be critically viewed to identify any trees or shrubbery that are blocking camera views.

The above-suggested mitigations can be implemented at other high school buildings.

Respectfully submitted,



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