

- could keep their tactical equipment. As a result, when paged for a SWAT response, most members headed first to the Sheriff's Office to gather their equipment and then drove together to the scene. Full-time urban SWAT teams, by contrast, typically kept their equipment with them at all times, and could report directly to a developing incident.
4. In addition to original interviews, this account relies heavily on the Jefferson County Sheriff's Office Report in CD-ROM format, titled, "Columbine High School Shootings: April 20, 1999." Due to legal proceedings related to the shootings at Columbine, many law enforcement responders declined to be interviewed for this case study.
 5. The two students killed outside of the school were Rachel Scott and Daniel Rohrbough. The student first reported as injured in the parking lot, meanwhile, was Anne Marie Hochhalter, who survived the attack, but whose injuries left her paralyzed.
 6. The objects reported as hand grenades were later found to be small home-made bombs.
 7. Thirty-four students who were also in the library were uninjured.
 8. The man was later discovered to be a heating and air conditioning repairman who was there to fix a leak. He was removed from the roof shortly after noon.
 9. According to the JeffCo Sheriff's Report, instead of a gunman, the students were hearing custodians with keys and school radios.
 10. Harris's nickname was "Reb," which may have aggravated confusion over his first name.
 11. Although Columbine wasn't in Arapahoe County, several members of the Arapahoe Sheriff's Office command staff reported before JeffCo because their headquarters was only a few miles away, while it was about 15 miles to JeffCo's headquarters in Golden.
 12. DiManna was off duty when the shooting broke out, but drove directly to Columbine when he heard the report on his radio.
 13. Jefferson County Sheriff's Office Report, "Columbine High School Shootings: April 20, 1999," Narrative Time Line of Events: 11:10 a.m. to 11:59 a.m.
 14. Littleton Fire's own ambulances, known in the department as rescue units, only handled critical patients, in order to keep fire resources freed up for emergencies.
 15. The victim was Daniel Rohrbough, one of the first students to be killed by the shooters.
 16. The congestion was worse than it might have been, Rahne says, because Denver police didn't trust the capabilities of outlying agencies and had called for their own fire department and paramedics to report. "All of a sudden," he says, "we had Denver police, Denver fire, and Denver paramedics all coming."
 17. Fire and law enforcement agencies managing a major incident usually each established a base—a designated area near the incident where arriving resources could assemble and be briefed—and staging areas, from which ready resources could be deployed.
 18. The individual was questioned and later released. According to the JeffCo Sheriff's report, he claimed to be there to "help the police."
 19. Although law enforcement and the media initially seized on the Trench Coat Mafia angle, students identified with this set were later found to be so loosely organized that they didn't constitute a real group, and Harris and Klebold weren't even members of that crowd.
 20. The bomb that initially exploded in the field was inside a backpack, and detonated after a road worker picked up the bag and tossed it aside. A bomb in a second backpack nearby exploded soon after, probably ignited by the fire. Bomb technicians were never able to determine whether the device functioned as planned, or was simply triggered when thrown.
 21. Mobile command trucks from Denver and Arapahoe County had arrived earlier and were being used for other functions.
 22. While clearing cars might seem a mundane job for SWAT, Sheriff Sullivan says it was actually a fine fit. "Number one, they're a team. Number two, they're very healthy, very strong individuals."
 23. Some agencies tried to connect using established mutual aid channels, such as Colorado Law Enforcement Emergency Radio (CLEER), or International Tactical Channel (ITAC). Even these, however, had frequency constraints, with CLEER being a UHF channel, and ITAC only available to users of 800 MHz systems.
 24. The group had to move slowly, observers say, because the fastest and most direct route to the west entrance went right by the school, within easy shooting range of any gunmen who might be inside.
 25. After shots were exchanged during the initial medical rescues on the south side of the school,

- Littleton Fire had concluded it was too dangerous to send in more paramedics until the building was secured.
26. The deceased students were Rachel Scott and Daniel Rohrbough, the latter being the student already pronounced dead by the paramedics more than a half hour before.
 27. Investigators later speculated that those hidden were actually hearing the sounds of SWAT teams breaking down doors.
 28. Unlike many SWAT commanders, Manwaring often deployed to the site with the team instead of remaining at a tactical command post, although he didn't enter the building.
 29. Davis had been with the Sheriff's Office for 20 years, eighteen-and-a-half of them in uniform before becoming the PIO.
 30. Among the breaking stories Davis had to deal with early that afternoon was the apprehension by officers of three young men dressed in black who were walking near the school. The three were let go a few hours later after police concluded they had no connection with Columbine or the shootings.
 31. The JeffCo Sheriff's Office eventually asked the Federal Aviation Administration to impose temporary flight restrictions over the school to clear the airspace.
 32. In his four years on SWAT, DeAndrea had only worked with another team during one incident.
 33. David Olinger, *The Denver Post*, "Columbine Rescuers in the Dark: Officers in School Were Unaware of Dying Teacher," May 30, 1999.
 34. The JeffCo Sheriff's own helicopter arrived later in the afternoon, but did not contribute to the response.
 35. Ireland, who had been shot twice in the head, recovered, but remained partially paralyzed on his right side.
 36. By this time, Littleton Fire had established two additional triage sites to treat the injured, including one right outside the main east entrance.
 37. Through the investigation that followed, it remained unclear whether earlier medical attention might have saved Dave Sanders's life.
 38. The injured student, Lisa Kreutz, survived her injuries.
 39. Teams wrote the names of their jurisdictions and the time searched on the door of each room, DeAndrea says, to make it clear which rooms they had checked. The only untoward occurrence of the second sweep was when a SWAT team used frangible slugs fired from a shotgun to blow the hinges off a locked door without warning the other teams in advance, sparking a short-lived armed response.
 40. Stone was roundly criticized for releasing such an inaccurate figure. According to Davis, though, the number was not far out of line, given the conflicting reports they'd received from inside the school, and the number of critically injured students already rushed to hospitals who were not expected to survive.
 41. Although the coroner wanted to withhold notifications until after a formal identification, District Attorney David Thomas and a few associates broke the news to families still waiting at Leawood, as well as to those who had returned to their homes.
 42. Although Joe Dempsey says one of the timed pipe bombs intended to trigger a propane tank did go off, either because the timer worked or because a pipe bomb tossed near it set it off, it didn't detonate with the force necessary to puncture and ignite the propane tank.
 43. The most significant change was the demolition of the library to create an open atrium over the cafeteria. The school also added an emergency exit door to the science wing.

Chapter 9 Review Questions

1. According to James Garnett, why do public administrators need to keep in mind the centrality of communications? How does one find out about the key players and processes influencing communications both inside and outside an organization and learn to deal with them effectively? Do you concur with Garnett's thesis about the professional centrality of information networks? Why or why not?