



Office of Safety, Security & Emergency Preparedness

2019/2020 Back-to-School Progress Update: Safety, Security & Emergency Preparedness (SSEP)

09/10/19

Agenda

Topics Being Covered:

- Our Mission
- Considerations
- Strategic Efforts Focus
- Accomplishments
- Organization Structure & Status
- Area Managers & Zone Approach
- Uniforms
- Guardians
- FSSAT
- Building Cohesion
- Multilayered Approach
- Enterprise Risk Management Framework
- What's on Deck
- Organizing the Work
- Appendix



Welcome!

Welcome to the NEW
Safety, Security & Emergency
Preparedness (SSEP) Division!



The SSEP Division provides services and support to help plan for, mitigate, respond to, and recover from safety, security, and emergency events which may impact the District's primary mission of educating students.



Considerations

What Does it Take to Build a New Division?

People

Process

Perspective

Patience



Strategic Efforts Focus

Preparedness \ Prevention:

- ❖ School “hardening”
- ❖ Enhancing threat assessment process
- ❖ Developing consistent policies and procedures
- ❖ Improve technology usage and implementation
- ❖ Focusing on mental health & violence prevention efforts
- ❖ Expanding role-based training

Practice & Implementation:

- ❖ Implementation of policies that take into account risks and threats with consideration of scale
- ❖ Turning policies into usable procedures and guidance
- ❖ Creating a positive security environment
- ❖ After-incident reviews for improvement opportunities and recognition
- ❖ Whole-location buy-in regarding safety, security and emergency preparedness
- ❖ Moving toward a positive state of learning and training

Response \ Recovery:

- ❖ Improving internal and external response to incidents to mitigate impact and once concluded, effectively help the community recover from it.
- ❖ Returning to operations in a predictable manner, better prepared for the next event





Physical Enhancements



School Access:

- Single Point of Entry (SPE)
- 750,000 linear feet of perimeter fencing
- Access points locked & monitored
- All visitors access school through SPE
- STAR system – all visitors processed
- Visitor badging
- Student & Staff ID badges

Interior:

Policy 2150 Safer Spaces

- Phase I: 3,000 classrooms
- Phase II: ~4,600 classrooms
- SIU & District Fire Inspectors assessed, identified & marked more Safer Spaces
- Video guide featuring Sheriff Gaultieri
- Classroom doors locked during instruction
- Signage to guide visitors
- Staff present during transitions

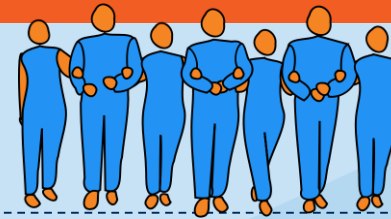
Technology:

- Real-time Emergency Video Access for Law Enforcement
- \$6.2M video surveillance:
 - 1,593 of 2,500 analytic cameras install (on track)
 - 10,000 analog cameras installed
- \$4.5M Radio System Migration & Enhancement:
 - Buses & non-emergency radio traffic off of public system
 - 1,400 new bus radios
 - 5 new control stations
 - 314 portable 2-way radios
 - 1,100 school handheld radios
- \$17M Intercoms:
 - 3 year implementation
 - Phase 1: High Schools, Technical Colleges, Centers, Secondary Combination
 - Pre-record messages, initialize remotely
 - Detailed schedules in the Appendix





School-Based Security Personnel



Resources:

- Successful passage of Secure the Next Generation Referendum
- Increased funding for safety & security staff
- \$53M in Personnel (\$32M existing + 20.7M NEW, Referendum & Safe Schools Allocation)
- Over 1,270 personnel:
 - 745 Existing staff, 520+ NEW staff
 - New: 45+ Guardians, 400+ Campus Monitors, 55+ Security Specialists
 - 14 Area Security Managers (New)
 - 43 Campus Security Managers (New)
 - Floater pools for absences/coverage
 - 1:1000 ratio Safe School Officer to student
- Safe School Officer on campus, every day, at all District schools
- Uniforms for Campus Monitors & Security Specialists – 900+ staff, unified & visible

Security Staff Training:

- Extended calendar: 3 days of additional training and NEW back to school training
- Job descriptions revised to allow staff to intervene, break up and/or disrupt conflicts or fights
- 2018-19 Mid-Year Training: 500+ staff, attack planning cycle & identify individuals carrying weapons
- 2019-20 Back to School Training: 280+
- 2019-20 ongoing training: bi-weekly cadence
- Topics covered:
 - Threat Assessment, Threat Mitigation
 - SAFE Team training
 - Diversity & ESE
 - Anger Management & De-Escalation
 - Professionalism, SSEP Division overview, SOP manual introduction & protocol changes
- Active Killer/Assailant Program training in coordination with local LE & BSO





Policy, Process & Statute

NEW Policies & Statutes:

Policy 2120 Emergency Codes

- Any staff member must take appropriate action, initiate Code Red
- Reporting of threats
- Monthly Code Red cadence

Policy 2130 Behavioral Threat Assess

- Identification of threat level, roles, responsibilities, auditing calendar
- Focused training for all administrative staff
- Digital documentation system (June 2019).
- System training for staff & LE in July/August

Policy 2150 Safer Spaces

- Over 7600 classrooms marked

SB 7030:

- Promote FortifyFL app (complete)
- Process launched for:
 - FSSAT by 10/1 (process launched)
 - Active Assailant Plan (all employees) 10/1
 - Drills for active shooter be age & developmentally appropriate
 - Notification of staff duty to report a threat



Process/Procedures:

- Safe School Officer on campus, every day, at all District schools
- Before/After Care adhere to similar safety/security protocols as school day
- Procedures established and reinforced about monitoring access
- Centralized management structure for school-based security teams. Oversight through Area Security Managers and Campus Security Managers.
- Safety & Security staff SOP Manual in development (100+ topics), deploy in sections, in next 90 days
- Role-specific protocols being developed
- Videos/Online learning development for SSEP initiatives being developed





Intelligence

Tools & Oversight:

- Law Enforcement (LE) & Emergency First Responders participate in inspection of facilities and development of emergency response plans
- LE with real-time access to school security cameras
- Multiple tools launched for reporting threats:
 - FortifyFL
 - Saferwatch
 - Silence Hurts
- Safe Havens Individual school site reports and 1:1 meetings with Principals to review
- Phased rollout of school-based site recommendations from Safe Havens reports
- Standardized naming convention for cameras, schools partnered with LE to complete
- School Safety Plans developed
- FSSAT in progress, complete by 10/1 (SB 7030)
- District Security Operations Center development
- Protective Research Analysis – threat detection



Enterprise Risk Management Framework:

- \$3.7M: NEW Safety, Security & Emergency Preparedness (SSEP) Division to develop and implement framework
- New job positions created to support:
 - Risk identification
 - Training
 - Data Analysis
 - Fidelity of implementation
 - Communication
 - Internet monitoring for threats & security issues
 - Safety & Security operations center
 - School-based security oversight





Infrastructure & Outreach

Infrastructure:

NEW SSEP Division build:

- 13 new roles and 15 new/revised job descriptions
- Job Fairs, social media/online forum publications
- Significant candidate screening
- District headcount: 29
 - Filled: 11
 - Pending Interviews/Candidate Select: 11
 - Pending 2nd Board reading: 7
- NEW School-based headcount (Ref \$): 410
 - Filled: 90 (to date)
 - Pending interviews/candidate select: 120
 - Pending 2nd Board reading: 43
- Filling existing school-based vacancies as well
- Floaters to fill: 100, school-based roles 1st priority
- Candidate selection & interview panels: cross-section of Principals/Assistant Principals (60+), Cadre Directors and District department staff
- Intensive departmental partnership with HR, HRIS, Compensation, Benefits, Budget, OSPA, BSC, PPO, Transportation, Construction, IT, SSI, Port. Services
- Location for SSEP staff being readied



Outreach:

- Streamline SRO contract
- Streamline video surveillance agreement
- Charter school compliance & comms:
 - Charter memos on 7026/7030
 - Shared District policies 2120, 2130, 2150

Communication:

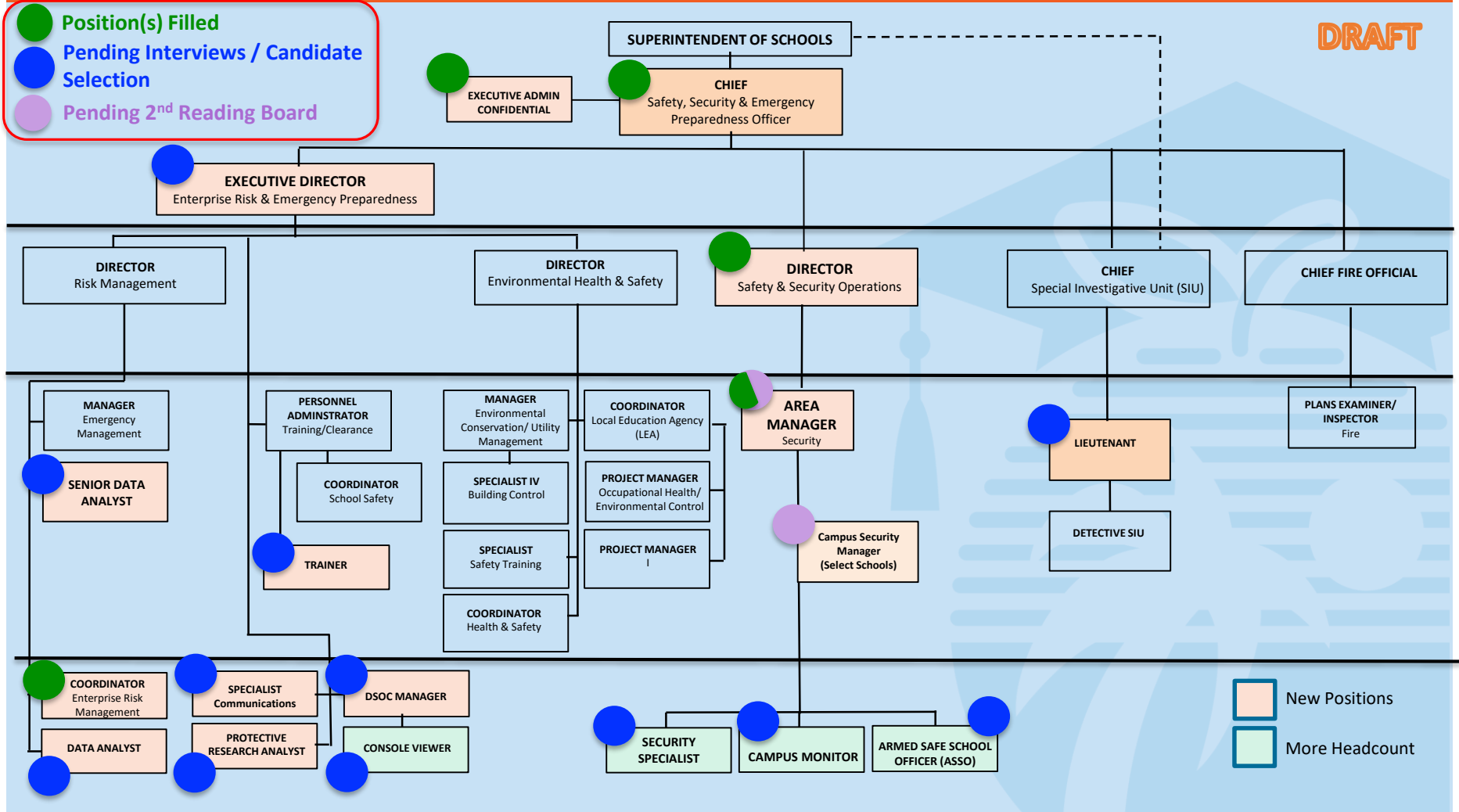
- Board follow-ups completed
- Budget book, Budget hearings
- Forums attended:
 - Broward League of Cities
 - Broward Chiefs Association
 - District Safety Town Hall
 - COPA, Charter, Facility Serviceperson
 - Principals Operational Meetings: 2
 - Cadre Director meeting
 - 1:1 Introductory Board Member meeting
 - Pivot memos
 - Other forums



Infrastructure: Safety, Security & Emergency Preparedness Organization – Position Status

DRAFT

- Position(s) Filled
- Pending Interviews / Candidate Selection
- Pending 2nd Reading Board



- New Positions
- More Headcount



Infrastructure: Safety, Security & Emergency Preparedness Organization – Position Status

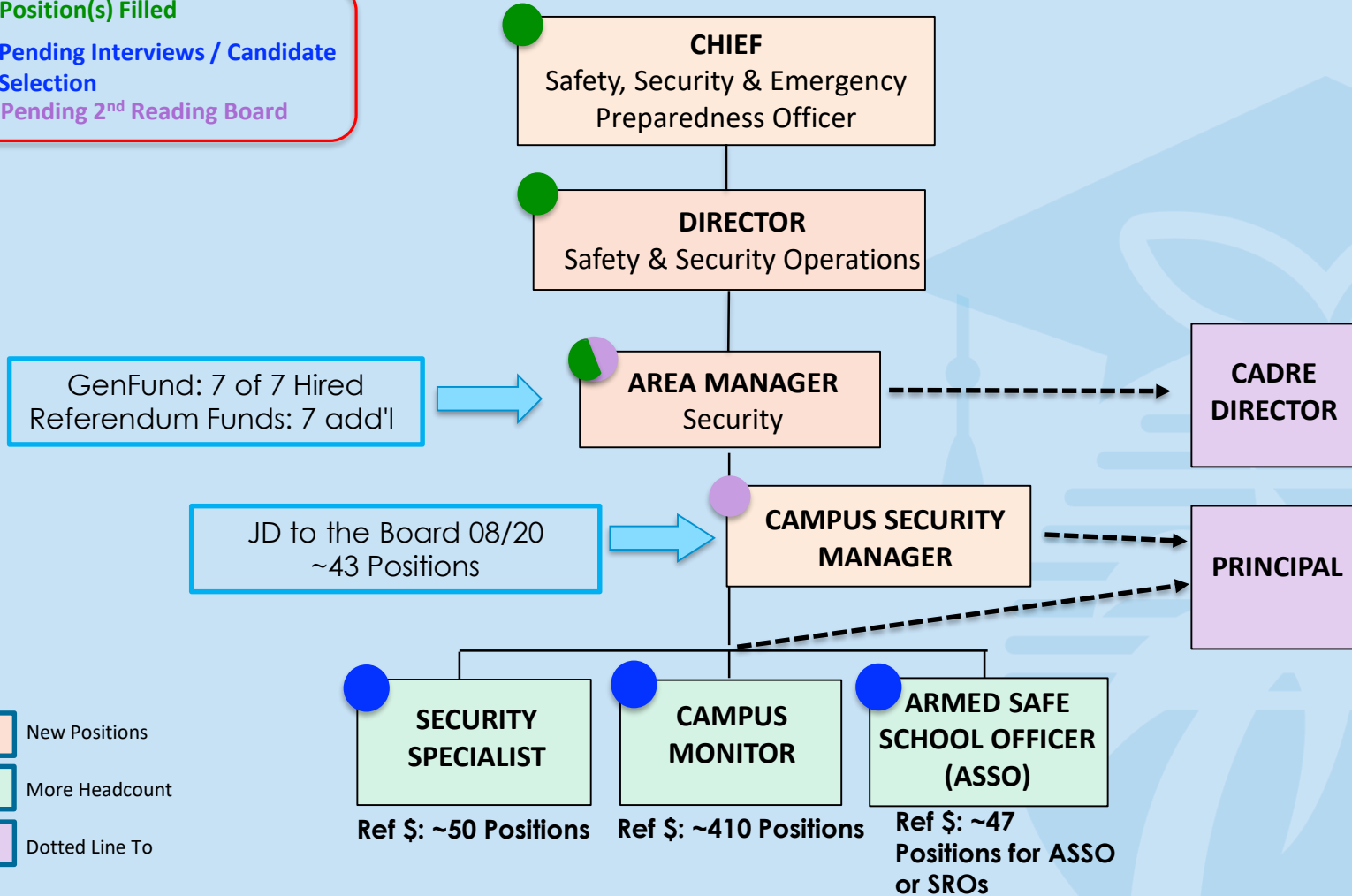
Role	New/ Revised	Job Description	Job Posted	Interviewing	Hiring Status
Chief (1)	NEW	Complete	Complete	Complete	Hired
Executive Director (1)	NEW	Complete	Complete	To Schedule	
Director (1)	NEW	Complete	Complete	Complete	Hired
Area Security Managers (7 + 7)	NEW	Revision: 8/20	Complete	To Schedule	7 of 7 Hired (orig. JD)
Lieutenant (2)	NEW	Complete	In Progress	Scheduled	
ERM Coordinator (1)	NEW	Complete	Complete	Complete	Hired
Senior Data Analyst (1)	NEW	Complete	Complete	To Schedule	
Data Analyst (1)	NEW	Complete	Complete	To Schedule	
Protective Research Analyst (3)	NEW	Complete	Complete	Scheduled	
Communications Specialist (1)	NEW	Complete	Complete	Scheduled	
Trainers (3)	NEW	Complete	Complete	To Schedule	
DSOC Manager (1)	NEW	Complete	Complete	To Schedule	
ASSO/Guardian (~47+ NEW)	Revised	Complete	Complete	In Progress	Screen/Training
Security Specialist (~50+ NEW)	Revised	Complete	Complete	In Progress	Matching/Training
Campus Monitors (~300+ NEW)	Revised	Complete	Complete	In Progress	Matching/Training
Campus Security Managers (~43)	NEW	Board: 8/20	In Progress		



Infrastructure: School-Based Security – Position Status

DRAFT

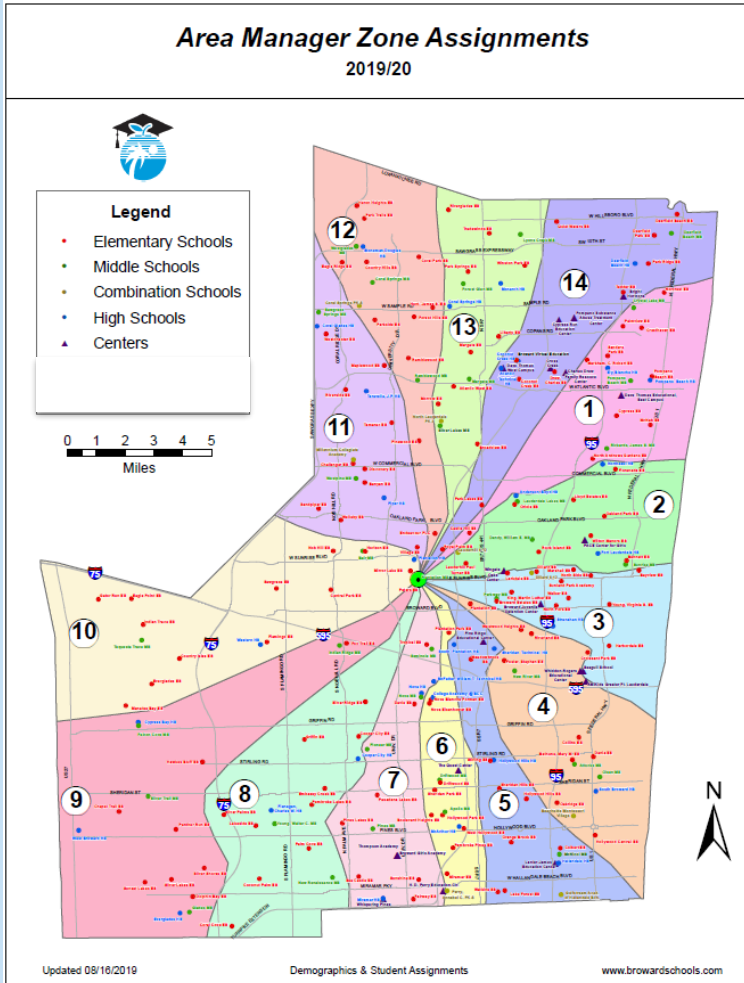
- Position(s) Filled
- Pending Interviews / Candidate Selection
- Pending 2nd Reading Board



- New Positions
- More Headcount
- Dotted Line To



Area Security Managers & Zone Approach



14 Area Security Managers (ASM):

- 7 General Fund, 7 Referendum

Each ASM covers 15-18 schools

Each zone created to establish an equidistant range for each ASM.

Primary Job Functions:

- Partner with Principals to establish coherent school-based security teams
- Direct supervision of school-based security staff, including performance management
- Monitor fidelity of implementation of District's security policy and future guidance
- Assist with replication of best practices



NEW Campus Monitor & Security Specialist Uniforms

FRONT



BACK



Arriving Mid-Sept:

- Polo (quantity: 3)
- Pants (khaki, quantity: 2)
- Baseball Cap
- Duty belt

Arriving Mid-Oct:

- Lightweight jacket/rain jacket

Will also be taking feedback on additional equipment requests.



**SCHOOL
SECURITY**



Guardians:

THANK YOU!

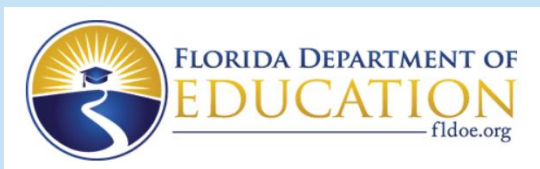
Thank You for the Work you Do Every Day.

We Hope to Support Our Guardians By:

- Taking feedback from current staff to shape the role
- Addressing the pay concerns for the group
- Incorporating this group into Collective Bargaining Agreements, similar to other security roles.
- Establishing floater pools to augment staffing and provide substitutes for absences
- Providing professional development opportunities for career progression
- Providing stability to our employees that they may not see from outside organizations.
- Helping staff understand that with the District they have a long term career future



Florida Safe Schools Assessment Tool (FSSAT)

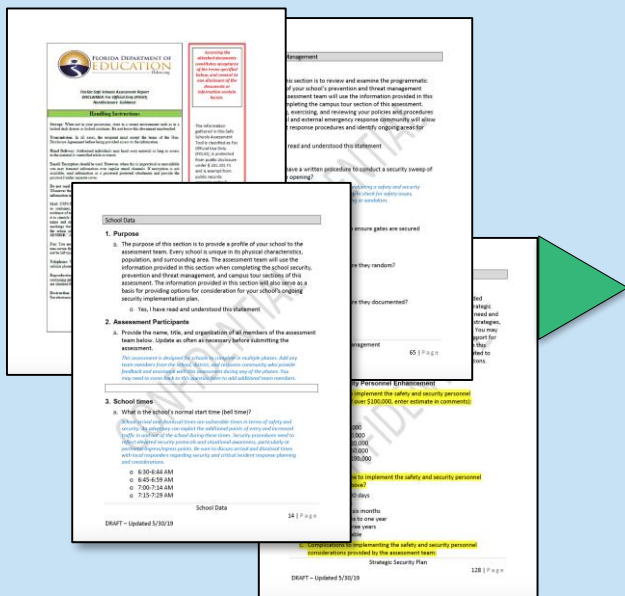


In Progress:

- Assessment teams complete Campus Tour section in collaboration with first responder agencies
- School safety leadership reviews tour results and develops **Strategic Security Plan**
- Conferences to review and approve all SSRAs

Important Dates:

- School teams complete online tool by **Sept. 13**
- Safety & Security Core Team & Chief Katz to review from **Sept 15 – October 15.**
- District confirms completion to FLDOE by **Oct. 15**
- Recommendations and findings presented to Board at future Board meeting/workshop.
- Critical school-specific items reviewed in a future closed-door session with the Board.



Building Cohesion

Goal: Build a cohesive security team as part of a cohesive school team

Focus:

Replicate/scale existing best practices

Manage the change, don't overwhelm

Develop procedures/training to clarify role expectations and performance management for security staff

District-managed budget for security staffing (food services model)

Allocate District resources to supplement school-based staff

Enable communication opportunities with District and school-based teams

Supported By:

District recruits & pre-screens for school-based security staff

Administrators choose from qualified & screened pool of employees

District provides training on standard SOPs

Expanded training department to scale train-the-trainer

New Area Security Manager, Campus Security Manager and Director roles to ensure fidelity of implementation



Multi-layered Safeguards for Protecting Students, Staff & Visitors



Defining Enterprise Risk Management

Enterprise Risk Management is a collaborative process that extends the concepts of traditional risk management to:



Identify risks across the entire organization



Assess the impact of risks to the operations and mission



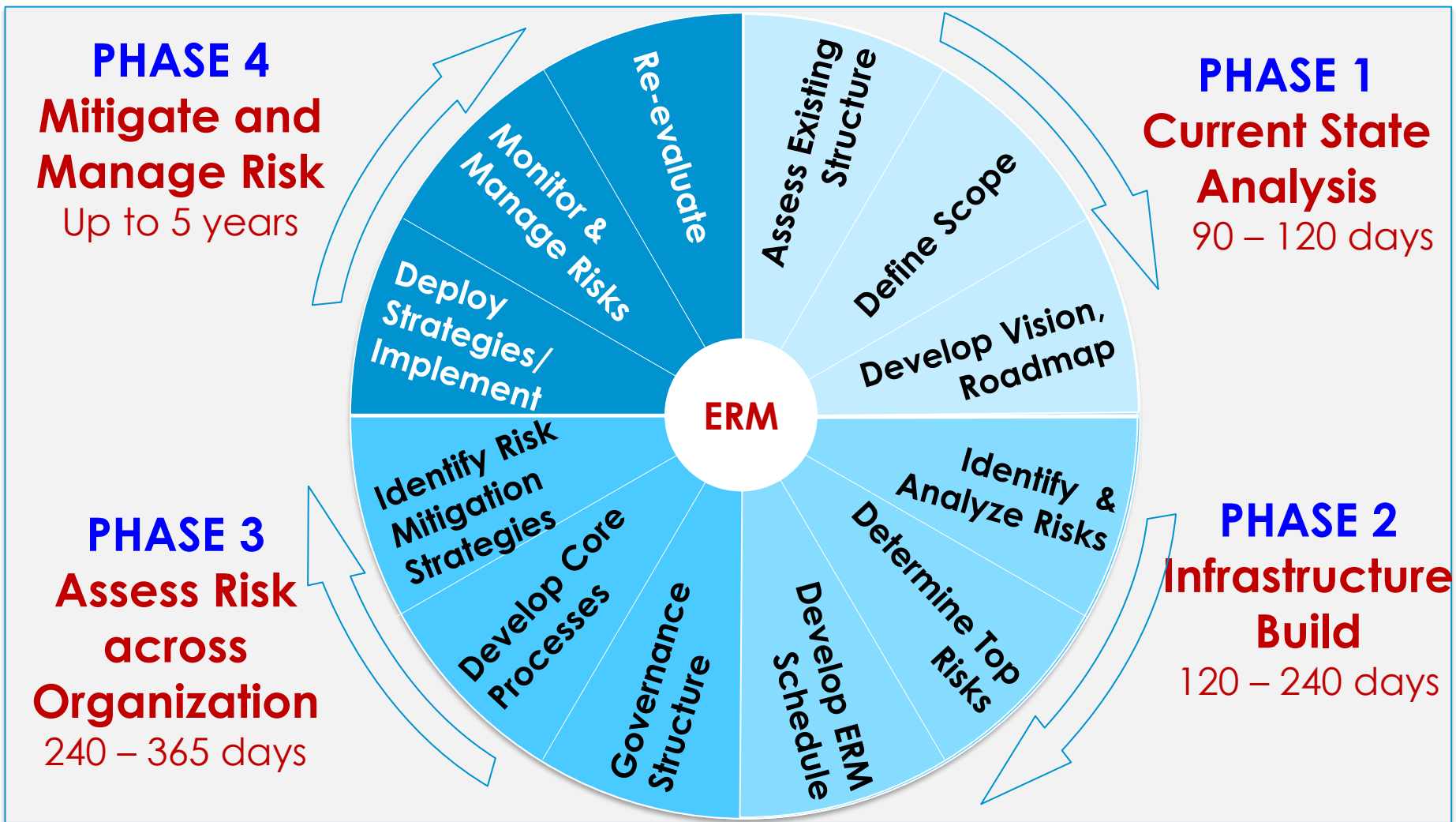
Develop and practice response or mitigation plans



Monitor identified risks, scan for emerging risks



Roadmap to Enterprise Risk Management



What's on Deck

Personnel:

- Hiring push continues
- Guardian contract

Technology:

- ERIP/SafePlans: new software platform for developing school safety plans, risk assessments and emergency drills.
- Incident Management software
- Kronos transition for school-based security staff
- Additional radios for referendum headcount (~350) being procured

Communications:

- Development of SSEP Communications Plan to augment District strategic comms plan
- Examine language used to define our security codes, migrate to plain language
- Enterprise Risk Management Kickoff and working sessions.

Infrastructure:

- Development of Board-approved District Security Operations Center (DSOC), which will monitor alarms, cameras, threat info across District 24/7.
- New location for SSEP staff (central hub)
- Develop structure for implementation of Enterprise Risk Management framework.
- Transportation and bus/bus terminal security

Training:

- Safety Plan implementation
- SOPs for Security Staff phased rollout
- Role-specific protocols
- Online training opportunities for SSEP and all staff
- Active Assailant Response Plan – by 10/1, all employees (SB 7030)
- Broward College partnership for certification pathway/continued education for security staff
- Continue to work with LE on threat assessment process and improving LE engagement



Organizing the Work

- Strategic Priorities
- State/Legislative Requirements
- Grant Requirements
- Time-sensitive Projects
- Board Requests
- External Recommendations
- Best Practices

~ 500
Tasks

Reviewed and
Assigned

10 Work-streams

Executive and
Non-Executive Hiring

School-Specific
Recommendations

Training

Recommendation
Implementation

Operations Center

Enterprise Risk Management

Accountability

Technology

Statute Implementation

External Engagement

120-day Progress Check

161 Tasks
Complete:
32%

151 Tasks
In Progress:
30%

*NOTE: Magnitude of tasks
varies greatly.*



Questions

Questions?



Appendix

Appendix



IT SAFETY AND SECURITY PROJECTS

	PROJECT	TARGET COMPLETION	OVERALL STATUS	SCOPE	SCHEDULE	COST
1	Professional Development Management System (LAB)	January 2019	●	●	●	●
2	SSO/IDM	January 2019	●	●	●	●
3	Maximo Compass Upgrade	February 2019	●	●	●	●
4	Radio Migration (School/Bus)	August 2019	✓	✓	✓	✓
5	Video Surveillance (Phase II)	August 2019	●	●	●	●
6	WAN (Short-Term)/Internet Service Provider	December 2019	●	●	●	●
7	Sprint 1Million Project (Phase III)	December 2019	●	●	●	●
8	MPS (Phase II)	December 2019	●	●	●	●
9	Enterprise Backup S/W Replacement	December 2019	Not started			
10	Visitor & Volunteer Management	June 2020	In Procurement			
11	Intercoms	August 2020	●	●	●	●
12	Radio Migration – Repeaters	August 2020	●	●	●	●



Safety & Security Staff - Calendar Changes

	Existing Calendar			New Calendar		
	Calendar	First Day	Last Day of Work	Calendar	First Day	Last Day of Work
*Armed Safe School Officer	196	8/7/2019	6/3/2020	204	7/29/2019	6/4/2020
**Campus Monitors	186	8/14/2019	6/2/2020	189	8/12/2019	6/3/2020
***Security Specialist	196	8/7/2019	6/3/2020	199	8/5/2019	6/4/2020

During this Extended Calendar:

- 07/29, 08/12, 8/13: Guardian Training – All Headcount
- 8/8 – 8/9: Security Specialist Training – All Headcount
- 8/12 – 8/13: Campus Monitor Training – All Headcount

Topics covered: **SSEP Org & Strategy, SOP manual development, protocol changes, de-escalation training, physical intervention training, diversity, ESE and more.**



The School Board of Broward County, Florida

Heather P. Brinkworth, Chair

Donna P. Korn, Vice Chair

Lori Alhadeff

Robin Bartleman

Patricia Good

Laurie Rich Levinson

Ann Murray

Dr. Rosalind Osgood

Nora Rupert

Robert W. Runcie

Superintendent of Schools

The School Board of Broward County, Florida, prohibits any policy or procedure which results in discrimination on the basis of age, color, disability, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sex or sexual orientation. The School Board also provides equal access to the Boy Scouts and other designated youth groups. Individuals who wish to file a discrimination and/or harassment complaint may call the Director, Equal Educational Opportunities/ADA Compliance Department & District's Equity Coordinator/Title IX Coordinator at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

browardschools.com

