Office of Safety, Security & Emergency Preparedness

2019/2020 Back-to-School Progress Update:

Safety, Security & Emergency Preparedness (SSEP)

09/10/19

Established 1915
BROWARD
County Public Schools

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 <u>NEW</u> 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

Complete

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

SAFETY, SECURITY & EMERGENCY PREPAREDNESS

Policy, Process & Statute

Complete

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

Complete

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

Complete

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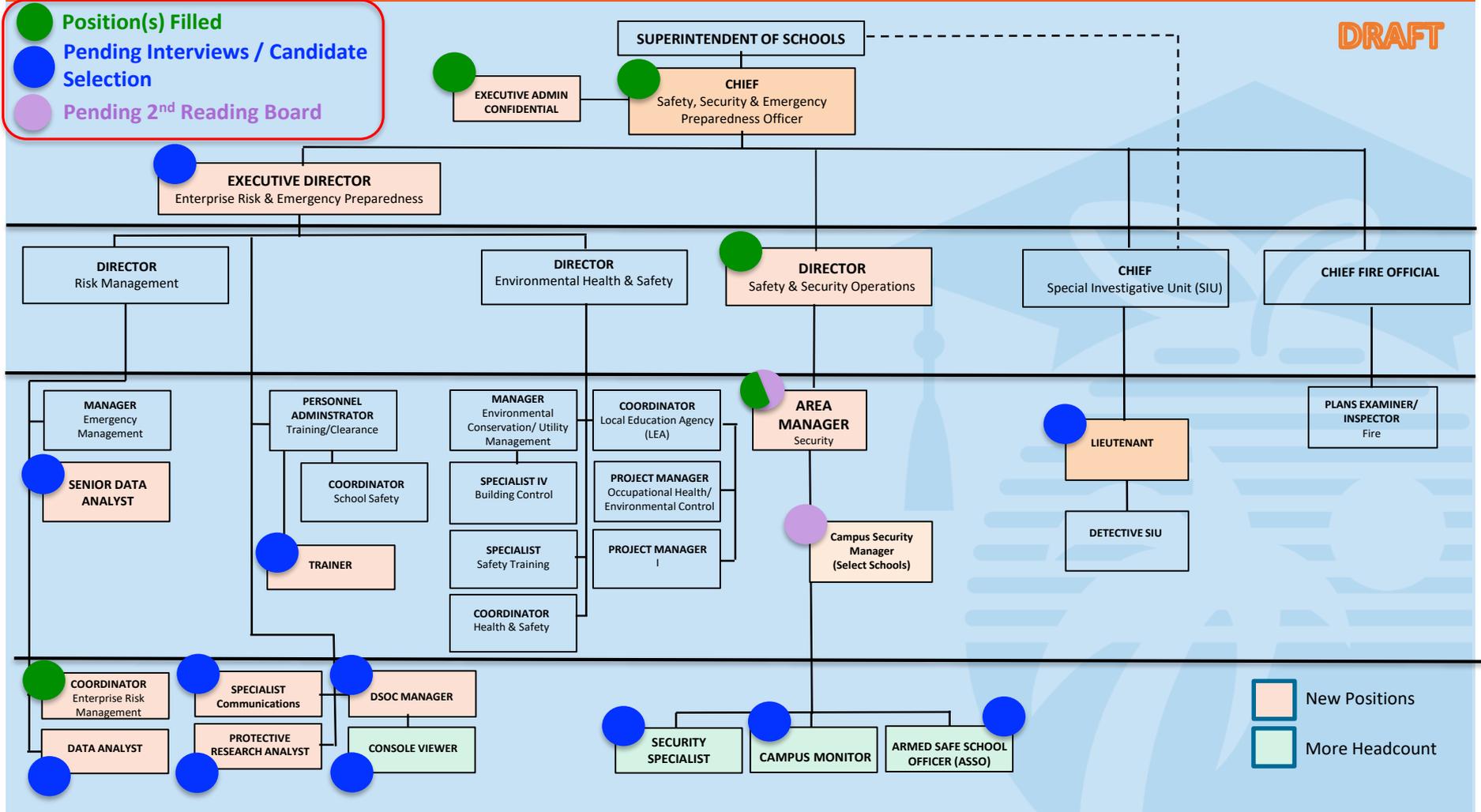- Board follow-ups completed
- Budget book, Budget hearings
- Forums attended:
  - Broward League of Cities
  - Broward Chiefs Association
  - District Safety Town Hall
  - COPA, Charter, Facility Serviceperson
  - Principals Operational Meetings: 2
  - Cadre Director meeting
  - 1:1 Introductory Board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

SAFETY, SECURITY & EMERGENCY PREPAREDNESS

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

DRAFT

Legend:
- Position(s) Filled (green)
- Pending Interviews / Candidate Selection (blue)
- Pending 2nd Reading Board (purple)

Organization Chart:

- SUPERINTENDENT OF SCHOOLS
- EXECUTIVE ADMIN CONFIDENTIAL
- CHIEF — Safety, Security & Emergency Preparedness Officer
- EXECUTIVE DIRECTOR — Enterprise Risk & Emergency Preparedness

Directors:
- DIRECTOR — Risk Management
- DIRECTOR — Environmental Health & Safety
- DIRECTOR — Safety & Security Operations
- CHIEF — Special Investigative Unit (SIU)
- CHIEF FIRE OFFICIAL

Positions:
- MANAGER — Emergency Management
- SENIOR DATA ANALYST
- PERSONNEL ADMINISTRATOR — Training/Clearance
- COORDINATOR — School Safety
- TRAINER
- MANAGER — Environmental Conservation/Utility Management
- SPECIALIST IV — Building Control
- SPECIALIST — Safety Training
- COORDINATOR — Health & Safety
- COORDINATOR — Local Education Agency (LEA)
- PROJECT MANAGER — Occupational Health/Environmental Control
- PROJECT MANAGER I
- AREA MANAGER — Security
- Campus Security Manager (Select Schools)
- LIEUTENANT
- DETECTIVE SIU
- PLANS EXAMINER/INSPECTOR — Fire
- COORDINATOR — Enterprise Risk Management
- DATA ANALYST
- SPECIALIST — Communications
- PROTECTIVE RESEARCH ANALYST
- DSOC MANAGER
- CONSOLE VIEWER
- SECURITY SPECIALIST
- CAMPUS MONITOR
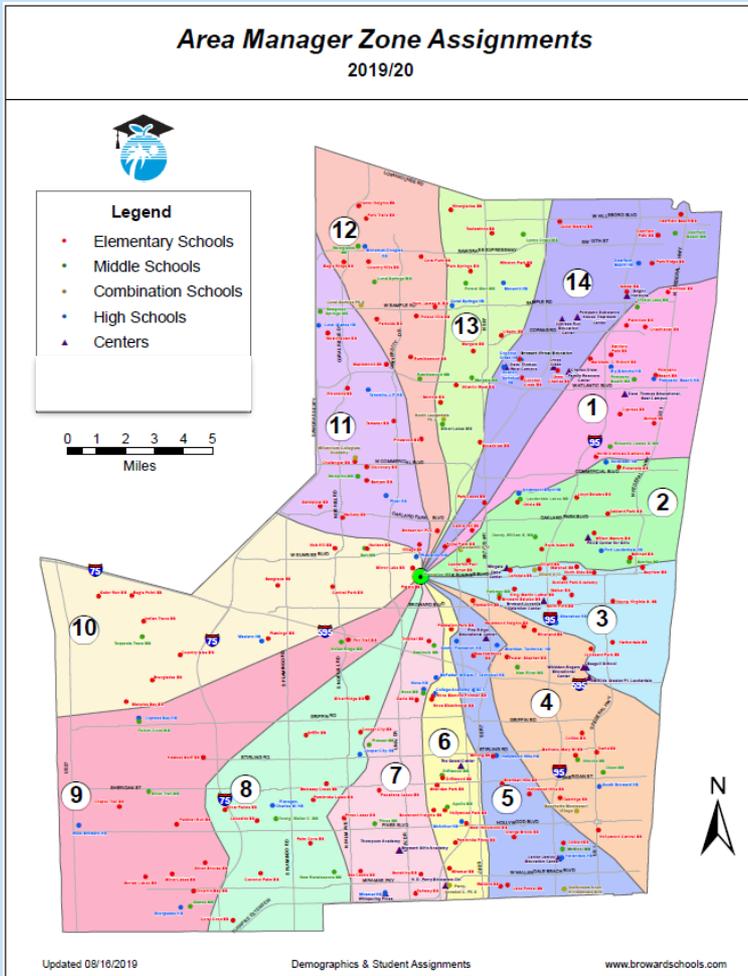- ARMED SAFE SCHOOL OFFICER (ASSO)

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		

Area Security Managers & Zone Approach

Area Manager Zone Assignments
2019/20

Legend
- Elementary Schools
- Middle Schools
- Combination Schools
- High Schools
- Centers

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

SCHOOL SECURITY

BROWARD SCHOOL SECURITY SPEACIALIST

BROWARD SCHOOLS CAMPUS MONITOR

SCHOOL SECURITY

SECURITY

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.

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.
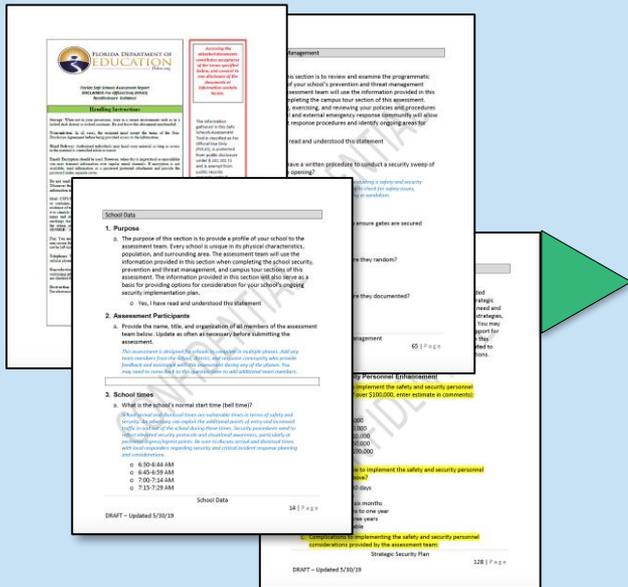
Building Cohesion

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

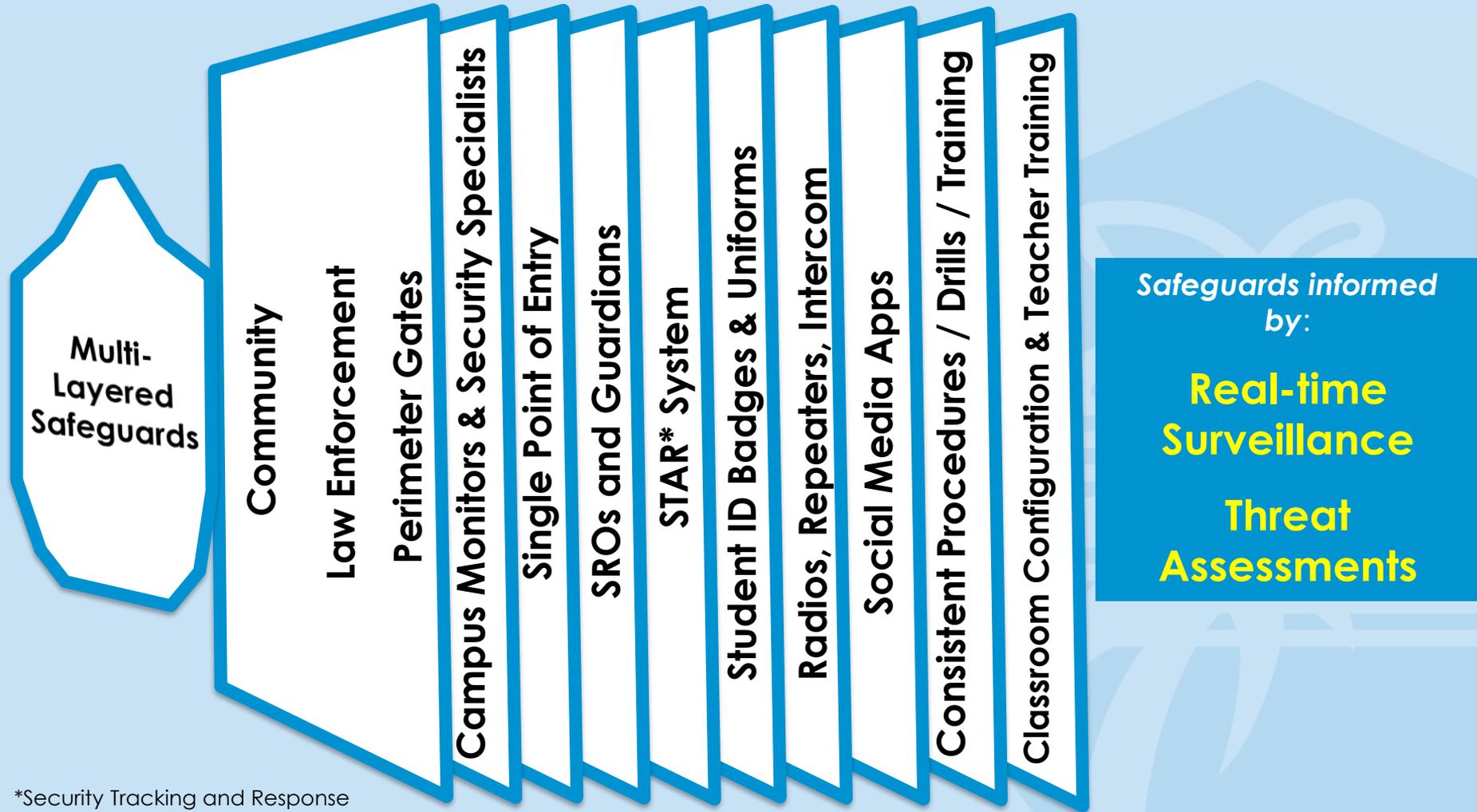- Administrators choose from qualified & screened pool of employees

- 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

Multi-Layered Safeguards

- Community
- Law Enforcement
- Perimeter Gates
- Campus Monitors & Security Specialists
- Single Point of Entry
- SROs and Guardians
- STAR* System
- Student ID Badges & Uniforms
- Radios, Repeaters, Intercom
- Social Media Apps
- Consistent Procedures / Drills / Training
- Classroom Configuration & Teacher Training

Safeguards informed by:

Real-time Surveillance

Threat Assessments

*Security Tracking and Response

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

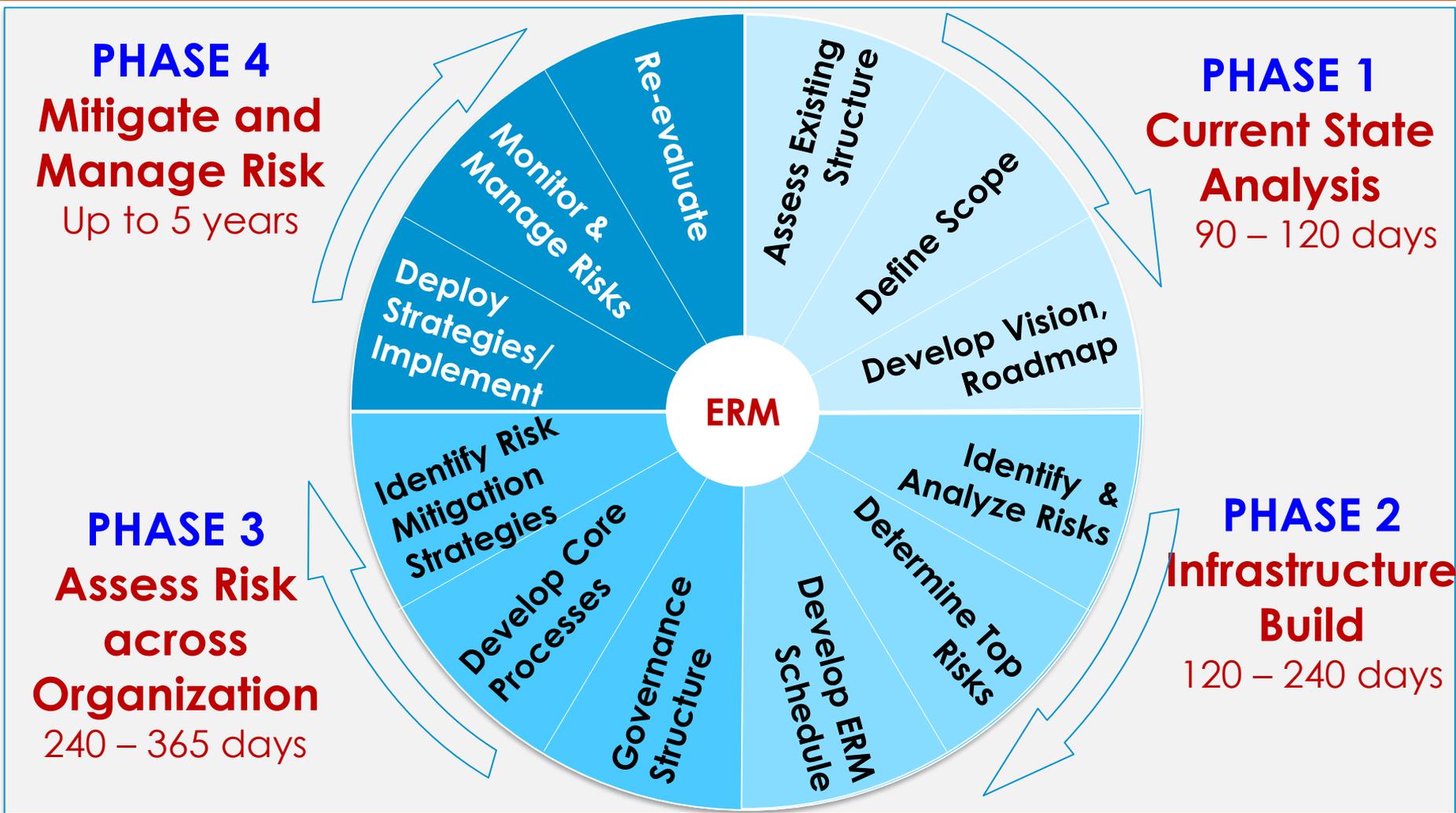Assess the impact of risks to the operations and mission

Develop and practice response or mitigation plans

Monitor identified risks, scan for emerging risks

Roadmap to Enterprise Risk Management

PHASE 4
Mitigate and Manage Risk
Up to 5 years

PHASE 1
Current State Analysis
90 – 120 days

PHASE 3
Assess Risk across Organization
240 – 365 days

PHASE 2
Infrastructure Build
120 – 240 days

ERM

Re-evaluate

Assess Existing Structure

Define Scope

Develop Vision, Roadmap

Identify & Analyze Risks

Determine Top Risks

Develop ERM Schedule

Governance Structure

Develop Core Processes

Identify Risk Mitigation Strategies

Deploy Strategies/ Implement

Monitor & Manage Risks

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?

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	🟢	🟢	🟢	🟢

IT SAFETY AND SECURITY PROJECTS

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 Headcountj

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

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