



Phase I Independent Security Assessment Report

- Metal Detector Pilot Initiative

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TIMELINE OF EVENTS

DATES	EVENTS
June 12, 2018	School Board contracted Safe Havens International Inc. (SHI) to conduct school safety, security, and emergency preparedness assessments of all District schools (<i>does not include charter schools</i>) and administrative sites in two distinct phases.
June 18 – July 19, 2018	Phase 1 - Completed comprehensive physical assessments of all District schools and administrative sites.
July 19 – August 6, 2018	Phase I - Preparation of Phase I Independent Security Assessment Report
August 29 – October 31, 2018	Phase II – Conduct assessments to review school operations and discuss potential vulnerabilities with school administration, staff, and students.



Opportunities for Improvement

5.1 Surveillance, Emergency Communications and Access Control



5.1.1 The District should continue its efforts to upgrade camera surveillance systems with a long-term goal toward the use of audio and video analytics.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Add additional IP-based surveillance cameras in the immediate priority areas	I, S	\$4,000 - \$5,000/ camera point
2	Add additional IP-based surveillance cameras in the high priority areas	H, S	\$4,000 - \$5,000/ camera point
3	Add additional IP-based surveillance cameras in the long-range areas	L, S	\$3,000 - \$4,000/ camera point
4	Replace existing analog and first-generation cameras with programmable IP-based cameras	L, S	\$3,000 - \$5,000/ camera point
5	Add appropriate staff resources to properly and effectively administer, manage, program and maintain the new and enhanced systems	L	N/A
6	Provide district-wide training for district level and site level administrators and relevant staff in proper use of surveillance cameras	L	N/A

Legend: **I:** Immediate, highest priority; **H:** High priority; **L:** Long range goal; **F:** Future improvement; **S:** Specifications in design criteria; **N:** Not recommended at this time.



5.1.2 We suggest the District consider a much-enhanced investment in portable radios and, as needed, equipment to boost radio reliability and reach, and these efforts should be accomplished in alignment with Broward County Government's radio upgrade plan.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Repair/Replace all obsolete or non-working repeaters to enhance full campus wide coverage at all schools	H	\$2,500/repeater
2	Add new repeaters to fill in blind spots where needed	H	\$12,000 - \$15,000/new repeaters
3	Add additional radios for school staff	H	\$350 - \$450/unit
4	Purchase new radios for school buses and key personnel and migrate to the County's new radio system	H	\$2M one-time cost for new radios

Legend: **I:** Immediate, highest priority; **H:** High priority; **L:** Long range goal; **F:** Future improvement; **S:** Specifications in design criteria; **N:** Not recommended at this time.



5.1.3 We see opportunities for improvement in the public address (PA) systems at all schools in the District.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Add PA speakers for the interior and exterior areas that can benefit from them but currently do not have the coverage	I	\$250-\$500/unit, estimated 5-8 units/campus
2	Upgrade PA systems with IP based systems	H, S	\$170,000-\$215,000/school

Legend: **I:** Immediate, highest priority; **H:** High priority; **L:** Long range goal; **F:** Future improvement; **S:** Specifications in design criteria; **N:** Not recommended at this time.



5.1.4 The District should continue to complete the implementation of VoIP phone system at the remaining school campuses and support facility sites.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Complete the implementation of VoIP phone system at the remaining school campuses and support facility sites	H, S	\$75,000- \$100,000/site or \$3,300,000- \$4,000,000/ remainder of schools in the District

Legend: **I:** Immediate, highest priority; **H:** High priority; **L:** Long range goal; **F:** Future improvement; **S:** Specifications in design criteria; **N:** Not recommended at this time.



5.1.5 We suggest BCPS consider equipping key school locations with fixed duress or panic alarm buttons, but we do not recommend issuing this type of devices for all teachers at this time.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Install fixed duress buttons at key school locations	H, S	\$1,000-\$1,500/unit (assuming the suggested staffing of the CMC)

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5.1.6 We see opportunities for improvement in the use of access control technologies for BCPS schools.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Install buzzer access control systems with integrated cameras and intercom for main entry doors	L S	\$4,000 - \$6,000/system
2	Install integrated proximity card access control systems on regularly used exterior doors (by groups of students and staff) on permanent construction facilities when number of required proximity readers is 10 or less. In conjunction, install DPS and REX on all other exterior doors	L	\$50,000 - \$65,000/campus
3	Install integrated proximity card access control systems on existing temporary or portable classroom units	S	\$20,000 - \$26,000/portable unit
4	Require access control systems with DPS and REX devices in all new facilities or additions on all exterior doors into occupiable spaces	S	N/A
5	Retrofit DPS and REX devices on all existing exterior doors to detect a door left open and prevent false alarms	S	N/A

Legend: **I:** Immediate, highest priority; **H:** High priority; **L:** Long range goal; **F:** Future improvement; **S:** Specifications in design criteria; **N:** Not recommended at this time.



5.1.7 It is logical for the District to continue the current efforts to single point of entries (SPEs) for its schools.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Retrofit existing SPE and provide new SPE with buzz in capabilities	H, S	\$7,500-\$10,000/SPE
2	Retrofit existing SPE glazing with hurricane/security glass or edge-to-edge security film on all sides of new and existing SPE waiting rooms	L, S	\$7,000- \$8,000/SPE
3	Establish a "transaction window" in the SPE at the front office with security glass to prevent access into school via back office entries and/or protect the front office staff	L, S	\$18,000-\$20,000/SPE

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S: Specifications in design criteria; **N:** Not recommended at this time.



5.1.8 We suggest significant cautions if an entry point metal detection is to used at any or all schools in the District.

Entry Point Metal Detection – Viable Options

- Alternative schools serving youth with a demonstrated and elevated risk for violence
- Middle/high schools with specific design features and/or which serve high percentage of students who are gang members
- Middle/high schools where students carry weapons on a regular basis and some students carry weapons repeatedly
- Serve as a deterrent and help reduce the number of weapons students bring into their schools on a regular basis



5.1.8 We suggest significant cautions if an entry point metal detection is to used at any or all schools in the District.

Entry Point Metal Detection – Cost

- Depending on the quality and capabilities for security X-ray equipment, walkthrough multi-zone detectors, hand wands, additional security cameras, tables and crowd-control stations will cost an estimated range of \$45,000 to \$65,000 per station
- The major expense is for the personnel to conduct the metal detection, X-ray screening of bags, secondary screening, armed security, and patrol coverage for students waiting to be screened
- The most accurate estimate for the cost of and screening personnel during all school events will vary between \$250,000 and \$1,000,000 per year



5.1.8 We suggest significant cautions if an entry point metal detection is to be used at any or all schools in the District.

Entry Point Metal Detection – Viable Options

- Staff who conduct screenings must be properly trained, and the processes used should be described in writing, vetted by legal counsel and communicated effectively to public. This includes how pat downs will be conducted
- Decision to screen school personnel, along with students
- Even at schools that use entry point metal detection, students are caught with knives and firearms on school grounds
- Random surprised weapons screening is far less expensive and has been helpful in reducing the amount of student weapons violations



Opportunities for Improvement

5.2 Structure, Staffing and Training Improvement



5.2.1 The District should consider a strategic vision and enterprise risk management (ERM) framework for safety and protection that aligns with other business functions and has measurable outcomes.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Create an EMR strategy	I	N/A

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5.2.2 BCPS should consider a position to serve as a point person for all aspects of school safety, security, and emergency preparedness in the District.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Create and fill the Chief Security Officer position	I	N/A

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5.2.3 We also suggest some other positions and infrastructure to support the Chief Security Officer under the ERM model.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Add three (3) new Protective Intelligence positions assigned to the Fusion Center	I	N/A
2	Add three new Sergeant positions for the Special Investigative Unit (SIU)	I	N/A
3	<p>Create a more formalized and enhanced support structure for the various Campus Monitor and School Security Specialist positions by adding:</p> <ul style="list-style-type: none"> • Security Manager position reporting to the Chief Security Officer • Assistant Security Manager reporting to the Security Manager • Two Security Captain positions • Supervisors for each shift reporting to the Security Captain for Operations • Additional field supervisory positions 	I	N/A

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5.2.3 We also suggest some other positions and infrastructure to support the Chief Security Officer under the ERM model. (con't)

No.	Opportunity for Improvement	Ranking	Estimated Cost
4	Add vehicle fleet for the Special Investigative Unit (SIU)	H	N/A
5	Upgrade the Communications and Monitoring Center by adding: <ul style="list-style-type: none"> • Communications coordinator position (day shift) • Assistant Communications Coordinator (evening shift) • Three communications supervisor positions and three assistant supervisor positions to provide 24/7 supervision with off days for supervisors being covered by assistant supervisors • Equipment and software • Interoperable communications capability 	I	N/A

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5.2.4 While we will be able to provide more accurate and focused opportunities for improvement in Phase II after we have appropriate data, we do note opportunities for improvement in the District's approaches to emergency preparedness.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Revise the current plans and training approaches once our Phase II assessment is completed	L	N/A
2	Add six additional training positions	H	N/A
3	Add comprehensive and robust web-based school safety learning platform or use a blend of in-house staff and, as needed, hiring qualified subject matter experts to develop customized school safety, security and emergency preparedness courses for the District's current web-learning platform	H	\$100,000-\$120,000/year for a commercial web-learning platform

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Opportunities for Improvement

5.3 Other Security Measures



5.3.1 We do not recommend overall perimeter fencing upgrades for BCPS schools, but a focus on installing emergency egress security gates and electronic detection capabilities would be a meaningful improvement.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Install 8-foot-tall security type fencing	F	\$100/lf
2	Update design specifications and requirements to require 6-foot chain link fencing around all exterior, student occupied or gathering areas and perimeters but not staff or student parking areas	S	N/A
3	Update design specifications and requirements to require 8-foot security fencing around all exterior, student occupied or gathering areas and perimeters but not staff or student parking area	S	N/A

Legend: **I:** Immediate, highest priority; **H:** High priority; **L:** Long range goal; **F:** Future improvement; **S:** Specifications in design criteria; **N:** Not recommended at this time.



5.3.2 We suggest BCPS identify and replace the windows not in compliance with Florida code glazing requirements but do not recommend the widespread use of ballistic glass protection products at this time.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Verify and replace, if needed, all exterior glazed openings, include missile impact certified safety glazing, as this will also provide a level of security glazing to prevent rapid building entry through broken glass openings	H, S	\$30-\$50/sf
2	Install steel or laminated ballistic panels in strategic locations to establish "armored" protected zones for lockdown	F, S	\$15-\$25/sf for steel \$25-\$65/sf for laminated panel
3	Install missile impact/security laminated safety glazing in classroom door vision windows to prevent "reach in" and opening of doors. Will NOT stop bullets	L, S	\$60-\$100/door (approx. \$100/sf)

Legend: **I:** Immediate, highest priority; **H:** High priority; **L:** Long range goal; **F:** Future improvement; **S:** Specifications in design criteria; **N:** Not recommended at this time.



5.3.4 We see opportunity for improvement in the use of heating, ventilation, and air conditioning (HVAC) shut-off capability at schools in the District.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Equip all schools and support facilities with [REDACTED]	L	\$5,000/[REDACTED]

Legend: **I:** Immediate, highest priority; **H:** High priority; **L:** Long range goal; **F:** Future improvement; **S:** Specifications in design criteria; **N:** Not recommended at this time.



5.3.7 The District should consider protective measures for the outside areas where vehicles have a straight path to prevent vehicular accidents or vehicle ramming attacks.

No.	Opportunity for Improvement	Ranking	Estimated Cost
1	Use protective measures for [REDACTED] [REDACTED]	L, S	N/A

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Implementation Plan

6.2 Security Measures We Do NOT Recommend At This Time



Implementation Cautions

No.	Measures <u>NOT</u> Recommended at this Time	Estimated Cost
5.1.5	Equip all teachers with portable duress buttons	\$50- \$300/button plus infrastructure upgrades
5.1.8	Implementation of entry point metal detection for schools in the District	\$250,000-\$1,000,000/year (assuming one metal detection and security X-ray station per 500 students)
5.3.2	Installation of ballistic (level 1) glazing in classroom door vision windows to prevent bullet penetration. Will NOT reliably stop multiple shots or higher velocity (rifle) rounds	\$200-\$400/door (approx. \$100/sf)
5.3.2	Installation of ballistic glass protection on all windows	\$100/sf
5.3.3	Installation of barricade devices for classroom doors	N/A
5.3.5	Installation of window coverings	\$10-\$50/coverings
5.3.6	Use of visual markers to indicate lockdown areas	N/A
5.3.8	Use of classroom shelter systems	\$23,000/unit

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Special Thanks!



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