



Office of Safety, Security & Emergency Preparedness

# 2019/2020 FSSAT/SSRA: Process & Recommendations

Safety, Security & Emergency  
Preparedness (SSEP)

10/22/19 Board Workshop

**REVISED**



# Agenda

## Topics Being Covered:

- State Statute Requirements
- Findings & Recommendations
- Our Strategic Efforts
- Process & Timeline
- Activities to Implement
- Discussion
- Appendix



## State Statute Requirements

Source: FLDOE Memorandum, 08/30/19, Damien Kelly:

“Furthermore, s. 1006.07(6), F.S., requires the district’s school safety specialist **provide recommendations** to the district school superintendent and the district school board that **identify strategies and activities** the district school board should implement in order to address the assessment findings and improve school safety and security. Each district school board must receive such findings and the school safety specialist’s recommendations **at a publicly noticed district school board meeting** to provide the public an opportunity to hear the district school board members discuss and take action on the findings and recommendations.”





# Physical Enhancements (from 9/10 Workshop & updates)



## 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 Gualtieri
- **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

Ties directly to Safe Havens and FSSAT findings from 2018-2019 & 2019-2020





# School-Based Security Personnel

(from 9/10 Workshop & updates)



## **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

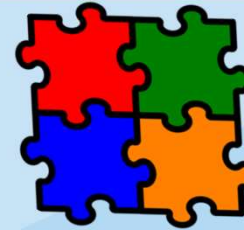
Ties directly to Safe Havens and FSSAT findings from 2018-2019 & 2019-2020







## Policy, Process & Statute (from 9/10 Workshop & updates)



### **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 (Full compliance)**

- Promote FortifyFL app
- Process launched for:
  - SSRAs submitted on 10/1
  - 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

Ties directly to Safe Havens and FSSAT findings from 2018-2019 & 2019-2020





# Intelligence

(from 9/10 Workshop & updates)

## 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 (BSO, Coral Springs PD, Plantation PD, other contracts pending)
- 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
- SSRAS completed by schools 10/1 (SB 7030)
- District Security Operations Center development
- Protective Research Analysis – threat detection



## Enterprise Risk Management Framework:

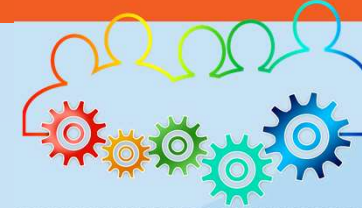
- \$3.7M: NEW Safety, Security & Emergency Preparedness (SSEP) Division to develop and implement framework
- New job positions created to support:
  - Risk identification
  - Training
  - Data Analysis
  - Fidelity of implementation
  - Communication
  - Internet monitoring for threats & security issues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

Ties directly to Safe Havens and FSSAT findings from 2018-2019 & 2019-2020





# Infrastructure & Outreach (from 9/10 Workshop & updates)



## **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 2<sup>nd</sup> Board reading: 7
- NEW School-based headcount (Ref \$): 410
  - Filled: 180 (to date)
  - Pending interviews/candidate select: 120
- Filling existing school-based vacancies as well
- Floaters to fill: 100, school-based roles 1<sup>st</sup> 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

Ties directly to Safe Havens and FSSAT findings from 2018-2019 & 2019-2020





# Findings & Recommendations Intended to Improve School Safety & Security:

## Findings & Recommendations

**Finding:** Enhancements needed to improve the overall safety/security value and operation of Single Point of Entry (SPE)

**Recommendation:** Additional technology to enhance Single Point of Entry (SPE)

**Finding:** Method for quick notification of critical incidents to law enforcement & school

**Recommendation:** Consider fixed duress buttons

**Finding:** Ensure intercom announcements can be heard in hallways/common areas

**Recommendation:** Intercom enhancement

**Finding:** Additional areas identified that would benefit from camera coverage

**Recommendation:** Security cameras (additional phases)

**Finding:** Potential to reduce human error in manually locking doors

**Recommendation:** Improved door-locking devices

**Finding:** New safety/security model benefits from centralized monitoring/identification

**Recommendation:** Continue buildout of District Security Operations Center (DSOC)

**Finding:** Enhancements needed to improve the safety/security value of the SPE

**Recommendation:** Enhance visitor management system technology



## Findings & Recommendations Intended to Improve School Safety & Security (cont):

### Findings & Recommendations

**Finding:** Enhancing a consistent approach to safety and security communications

**Recommendation:** Enhanced crisis communication plan

**Finding:** Establish systems to get relevant info to stakeholders with urgency

**Recommendation:** Enhanced social media monitoring & DSOC communications

**Finding:** Cultural shift needed to centralized safety and security model

**Recommendation:** Improved training for staff & students on safety and security procedures and protocols

**Finding:** Ensuring fidelity of implementation of safety and security protocols

**Recommendation:** Continue with age- and developmentally-appropriate drills/training

**Finding:** Enhancing fidelity of implementation of safety and security protocols

**Recommendation:** Continued deployment of Stop-The-Bleed kits/training

**Finding:** Current SRO model as-is is not sustainable long term especially as it relates to increasing number of Safe-School-Officers (SSO).

**Recommendation:** Continue to review models in cooperation with municipalities to find a long-term model



# Our Strategic Efforts Focus

(from 9/10 Workshop)

## 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



# Process: FSSAT + SSRA + School Site Reports

## Florida Safe Schools Assessment Tool (FSSAT)



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## School Security Risk Assessment (SSRA)



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→ Modified FSSAT

## Individual School Site Report

Site Survey Report for



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Site Report for Schools:  
School Safety, Security, and Emergency  
Preparedness Assessment Results

Name of School:  
School System:  
Address of School:

**Phase I**  
**Security Technology Item Assessment**

1. General Comments

1.1.1 General Comments

2. Exterior

Question	Answer	Comments
1.2.1 Is the main drive entrance to the school clearly marked or clearly visible from the roadway?		

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District Individual Schools Safe Havens, Inc.



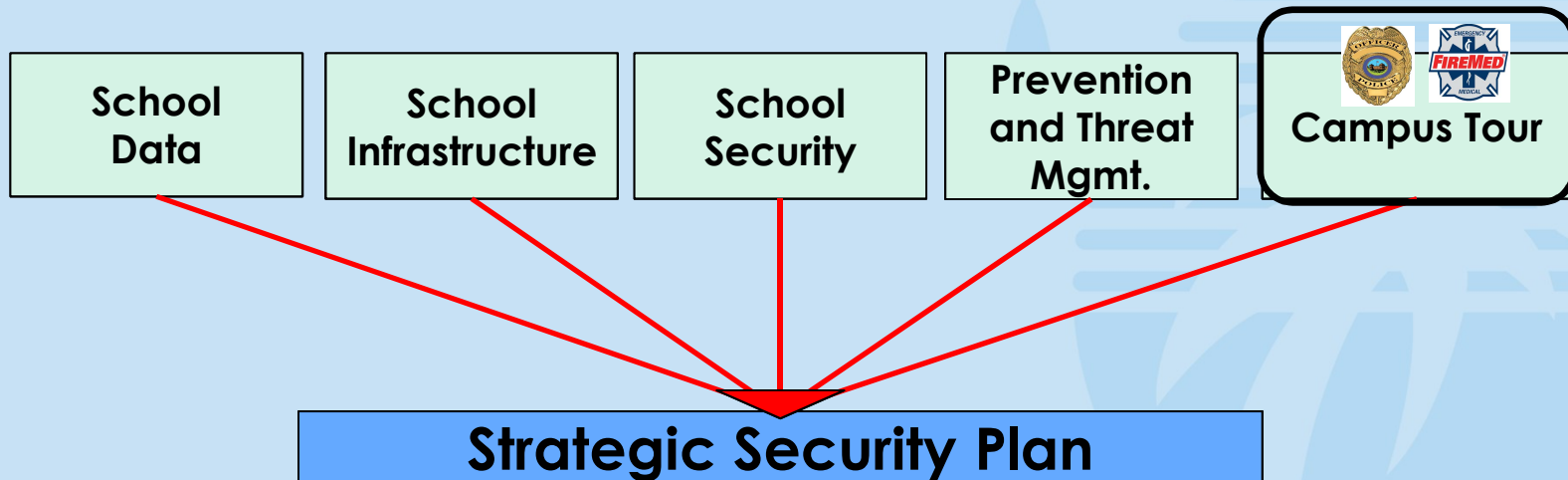
# Process: Components of the School Security Risk Assessment (SSRA):

## Areas Assessed:

- School Data
- School Infrastructure
- School Security
- Prevention (NEW) and Threat Management
- Campus Tour (NEW)
- Strategic Security Plan (NEW)

## Directions:

- Detailed guidance and references for each question (NEW)
- References include aligned state statute, FLDOE communications, MSD Commission findings (NEW)





# Process: District Best Practices Assessment (FSSAT):

## Areas Assessed:

Community  
Collaboration

Support & Prevention

Emergency Planning

Training

Security Staffing

Physical Security

## Executive Summary:

SSRA Results

Recommendations

Strategic Actions to be  
Taken

Fiscal Impacts

Timelines

Board Actions



# Timeline & Process

	May '19	Jun '19	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19
<b>FLDOE</b>	<p><b>05/01:</b> SB7030 - FSSAT assessment &amp; tool must be released by 5/1</p>	<p><b>06/30:</b> REVISED SSRA/FSSAT assess released by FLDOE</p>		<p><b>8/30:</b> FSSAT/SSRA Online Survey Tool Available</p>		<p><b>10/15:</b> FLDOE Deadline for SSRA finalization</p> <p>Publicly-noticed meeting</p>	<p><b>11/1:</b> District Best Practice Assessment Due to FLDOE</p>
<b>SCHOOLS</b>	<p><b>Feb-Jul:</b> 1:1 School reviews/discussion of Safe Havens site reports and integration of findings in next SSRA</p>			<p><b>05/30:</b> FSSAT draft assessment release by FLDOE (no tool released)</p>	<p><b>7/29 – 8/30:</b> SSRA paper draft population / Campus Tours</p>	<p><b>8/30 - 9/13:</b> School teams fill-in online tool</p>	<p><b>10/1:</b> All District schools submit SSRA</p>
					<p><b>09/15-10/14:</b> 1:1 Reviews, Principals &amp; District staff</p>	<p><b>10/15:</b> District confirms SSRAs complete via Supt memo to FLDOE</p>	
<b>DISTRICT</b>		<p><b>June-Aug:</b> District prepare supporting data for SSRA responses</p>				<p><b>10/22:</b> Board WS (public meeting)</p>	<p><b>11/1:</b> District Best Practice Assessment (In Progress)</p>
		<p><b>06/08:</b> Principals Operational Mtg (SSRA pre-work)</p>	<p><b>07/29:</b> Principals Operational Meeting (SSRA paper drafts + supporting data)</p>	<p><b>8/12:</b> PIVOT memo, addtl supporting docs + reminders</p>	<p><b>09/06:</b> Principal Work Session</p>	<p><b>10/22:</b> Closed-door session (critical school-specific)</p>	
			<p><b>07/29 – 8/30:</b> District Best Practices Assess paper draft p</p>		<p><b>8/30-10/31:</b> District Best Practices Assessment working draft (pre &amp; post 10/22 workshop)</p>		

 **Due Date/Requirement**  
 **Item Received Late**



# Previously-discussed: Activities to Implement (as presented at 9/10 Workshop)

## 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



# Previously-discussed: Activities to Implement (cont)

(as presented at 9/10 Workshop)

## 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



## Discussion

1. Public Feedback
2. Board Feedback

**NEXT:** Closed-door session with the Board to address more detailed SSRA information and solidify recommendations.






# Appendix

## Appendix



# SSRA/FSSAT Process - Helpful Resources



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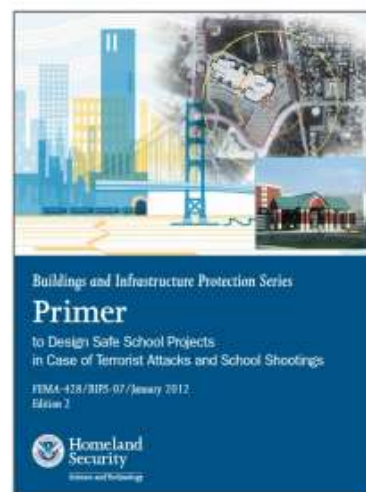
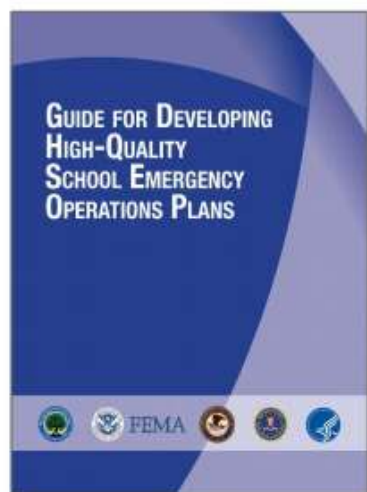
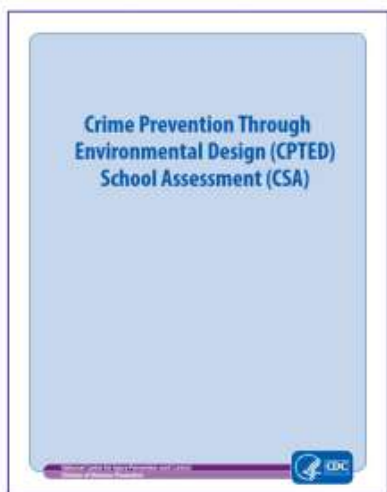
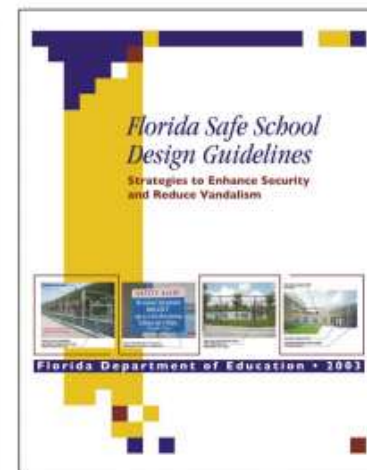
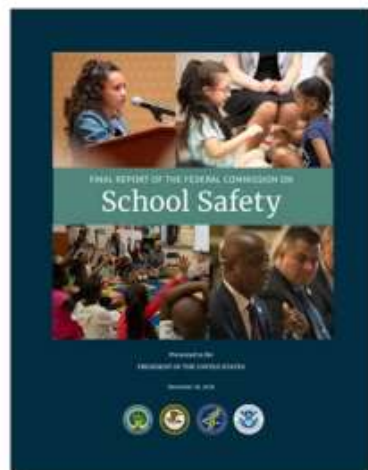
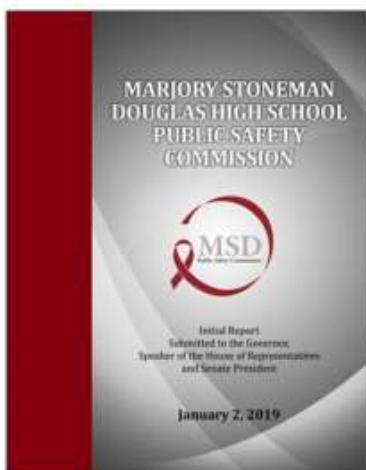
## FLORIDA SAFE SCHOOLS ASSESSMENT TOOL

2019-2020 School Security Risk Assessment  
Companion Guide

**83 Slides**



# SSRA/FSSAT Process: Helpful Resources



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