



Office of Safety, Security & Emergency Preparedness

2020/2021 FSSAT/SSRA: Process & Recommendations

Safety, Security & Emergency Preparedness (SSEP)

Agenda

Topics Being Covered:

- State Statute Requirements
- Process & Timeline
- Substantive Changes from the 2019-2020 FSSAT
- Our Strategic Efforts
- 2019/2020 FSSAT Activities Update
- Status of Findings and Recommendations from 2019-2020
- New Findings & Recommendations
- Next Steps
- 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.”



Process: District Best Practices Assessment + SSRA

District Best Practices Assessment



Florida Safe Schools Assessment Report
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School Security Risk Assessment (SSRA)



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Modified FSSAT



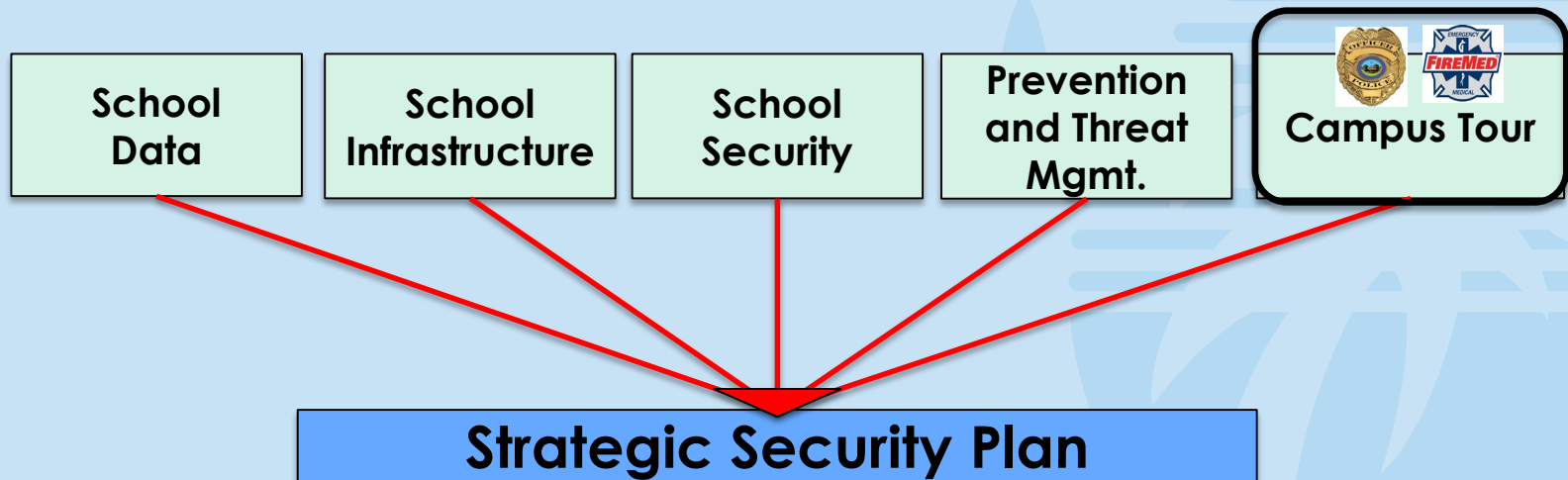
Process: Components of the School Security Risk Assessment (SSRA)

Areas Assessed:

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

Directions:

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



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 '20	Jun '20	Jul '20	Aug '20	Sep '20	Oct '20	Nov '20
FLDOE	05/01: SB7030 - FSSAT assessment & tool released					10/15: FLDOE Deadline for SSRA Certification Publicly-noticed meeting	11/1: District Best Practice Assessment Due to FLDOE
SCHOOLS	05/01: FSSAT assessment released by FLDOE 5/15 – 8/01: SSRA draft population / Campus Tours			08/01-08/30: 1:1 Reviews, Principals & District staff		10/1: All District schools submit SSRA ✓ 10/15: District confirms SSRAs complete via Supt memo to FLDOE ✓	
DISTRICT	05/01 – 06/11: District prepares supporting data for SSRA responses 05/13: Principals Operational Mtg. 05/15: PIVOT memo with supporting docs + reminders			6/11-10/31: District Best Practices Assessment working draft (pre & post 10/27 workshop)		10/27: Board WS (public meeting) ✓ 10/27: Closed-door session (detailed school-specific division)	11/1: District Best Practice Assessment Submission and Final approval of all SSRAs



Substantive Changes from 2019-2020 FSSAT

2019-2020

- Three (3) teams of two (2) conducted meetings with SSRA Teams.
- One substantive review for outlier answers in 2019-2020
- Schools didn't receive access to the online tool until August 30, 2019.

SSRA Crosswalk

	2019-2020		2020-2021	
# questions:	454		434	
	-37 (retired)	"Walk" of last year's counts to this year's counts	397 (same)	Breakdown of composition of TY's counts
	+18 (new)		18 (new)	
	+3 (split out)		16 (re-word)	
	434		3 (split out)	

- Elimination of many questions from 2019-2020 related to the amount spent on enhancements.
- Several additions, deletions, re-words and "split-outs", meaning questions that were bundled became singular.

2020-2021

- 14 teams of two (2) conducted meetings with SSRA Teams.
- Four substantive reviews for outlier answers 2020-2021.
- Principals submitted first draft assessments by August 1, 2020 for District to begin review .
- New Executive Director of Enterprise Risk and Emergency Preparedness managing completion of SSRAs.
- Director of Safety and Security Operations and Area Security Managers facilitate additional conversations with schools.



Our Strategic Efforts Focus Revisited

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



2019-2020 FSSAT Activities - Complete

Personnel:

- ✓ Guardian contract
- ✓ Hired Protective Research Analysts
- ✓ Filled Budget, Finance and HR positions
- ✓ All Area Security Manager positions filled
- ✓ 34 Campus Security Manager positions filled
- ✓ Created new position - Director of School Security Support Services

Communications:

- ✓ Development of SSEP Communications Plan to augment District strategic comms plan
- ✓ Enterprise Risk Management Kickoff and working sessions

Infrastructure:

- ✓ Development of Board-approved District Security Operations Center (DSOC), which monitors alarms, cameras, threat info across District 24/7
- ✓ New location for SSEP staff (central hub)

Training:

- ✓ SOPs for Security Staff rolled out
- ✓ Online training opportunities for SSEP and all staff
- ✓ Active Assailant Response Protocol recertification – by 10/1, all employees (SB 7030)
- ✓ Continue to work with LE on threat assessment process and improving LE engagement

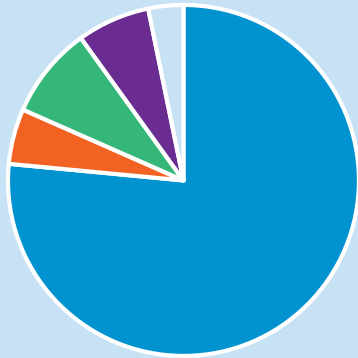
Technology:

- ✓ Additional radios for referendum headcount (~350) procured
- ✓ New security cameras added



School-Based Security Staff - Training Stats

2020-2021 Return to Work Training



- Returning Campus Security Monitors Trained - 570
- Returning Security Specialists Trained - 38
- New Campus Monitors Trained - 63
- New Security Specialists Trained - 50
- New Campus Security Managers Trained - 24

99.88%

Of all active school-based security staff completed the 2020-2021 Return to Work Training*

*Only individuals who are out on leave have not completed the training

Training Feedback





Safety and Security Projects

	PROJECT	DATE OF COMPLETION	OVERALL STATUS	SCOPE	SCHEDULE	COST
1	SSRA – Campus Tours, Assessments, Findings	October 2019	✓	✓	✓	✓
2	FSSAT	October 2019	✓	✓	✓	✓
3	SafePlans Procurement	December 2019	✓	✓	✓	✓
4	Guardian Contracts	December 2019	✓	✓	✓	✓
5	Handheld Radios – Phase II	February 2020	✓	✓	✓	✓
6	Stop the Bleed Kit Initial Installation	February 2020	✓	✓	✓	✓
7	Initial Uniform Procurement & Distribution	March 2020	✓	✓	✓	✓
8	Supplemental Uniform Procurement & Distribution	August 2020	✓	✓	✓	✓
9	Video Web Training Rollout	March 2020	✓	✓	●	✓
10	Safety and Security Administrative Building (Phase I)	March 2020	✓	✓	●	●
11	Standard Operating Procedures	May 2020	✓	✓	✓	✓
12	Knox Boxes	June 2020	✓	✓	✓	✓
13	District Security Operations Center	September 2020	✓	✓	✓	✓



Safety and Security Projects – In Progress

	PROJECT	TARGET COMPLETION	OVERALL STATUS	SCOPE	SCHEDULE	COST
1	School-Based Security Staffing (Referendum Funded)	April 2020	●	●	●	●
2	Emergency Response Information Portal (SafePlans) Roll Out	May 2020	●	●	●	●
3	Enterprise Risk Management Initial Roll Out	May 2020	●	●	●	●
4	Role Specific Protocols	June 2020	●	●	●	●
5	District Safety and Security Staffing	June 2020	●	●	●	●
6	Enhanced Crisis Communications Plan	August 2020	●	●	●	●
7	Incident Management System	December 2020	●	●	●	●
8	Transportation and Bus/Bus Terminal Security	August 2021	●	●	●	●
9	Reunification Plan		●	●	●	●



IT Safety and Security Projects

	PROJECT	DATE OF COMPLETION	OVERALL STATUS	SCOPE	SCHEDULE	COST
1	Radio Migration – Repeaters	August 2020	✓	✓	✓	✓
2	Video Surveillance (Phase II)	January 2020	✓	✓	✓	✓
3	Intercoms	March 2021	●	●	●	●
4	Cops Grant 2018 – 2019	March 2020	✓	✓	✓	✓
5	Visitor & Volunteer Management	June 2020	✓	✓	●	✓
6	Kronos for School Based Security Staff	August 2020	●	●	●	●
7	School Hardening (SPE)	January 2022	●	●	●	●
8	School Hardening (BDAs)	January 2022	●	●	●	●



Funding and Grants

Awarded Grants

	Funding Opportunity	Funding Agency	Description	Amount
1	BJA STOP School Violence - Threat Assessment	USDOJ	Funds to train threat assessment/intervention teams on the centralized digital threat assessment monitoring system.	\$500,000
2	COPS School Violence Prevention Program	USDOJ	Funds a two-year program to enhance the District's emergency communications capabilities by installing fixed duress buttons at all District-managed schools.	\$500,000
3	COPS School Violence Prevention Program	USDOJ	Funds a two-year program to enhance the District's emergency communications capabilities by installing analytic cameras.	\$500,000
4	BJA STOP School Violence	USDOJ	Funds to develop informational materials and conduct a district-wide campaign on the recognition of potential threats and steps to follow when threats are identified.	\$700,000
5	COPS School Violence Prevention Program	USDOJ	Funds a two-year program to enhance the District's emergency response capabilities through RAPTOR Visitor and Volunteer Management System.	\$500,000
6	School Hardening Grant	FDOE	Capital outlay funds to improve the physical security of school buildings based on security risk assessment.	\$4,800,000

Pending Grant

	Funding Opportunity	Funding Agency	Description	Amount
2	Anti-terrorism & Emergency Response Program	Office for Victims of Crime	Supplemental funding that reimburses victims for out-of-pocket expenses related to their victimization in cases of terrorism or mass violence.	\$4,900,000



Status of Findings & Recommendations Intended to Improve School Safety & Security from 2019-2020

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)

Status: RFP Completed. Item will be presented to Board in December

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

Recommendation: Consider fixed duress buttons

Status: RFP completed. Item will be presented to Board in December.

Finding: Enhancing fidelity of implementation of safety and security protocols

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

Status: Complete

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

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

Status: Complete

Finding: Enhancing fidelity of implementation of safety and security protocols

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

Status: Complete

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

Recommendation: Enhance visitor management system technology

Status: Initial installation of RAPTOR complete. Hardware upgrades and enhancements ongoing based on recent grant award.

Finding: Additional areas identified that would benefit from camera coverage

Recommendation: Security cameras (additional phases)

Status: Phase II complete. Additional e-rate funded cameras identified and pending installation.



Ongoing Findings & Recommendations Intended to Improve School Safety & Security from 2019-2020:

Findings & Recommendations

Finding: Enhancing a consistent approach to safety and security communications

Recommendation: Enhanced crisis communication plan

Status: Ongoing

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

Recommendation: Enhanced social media monitoring & DSOC communications

Status: Ongoing. Grant pending for additional social media monitoring resources. Protective Research Analysts hired.

Finding: Cultural shift needed to centralized safety and security model

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

Status: Ongoing

Finding: Ensuring fidelity of implementation of safety and security protocols

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

Status: Ongoing. Situational Awareness video rolled out. New Active Assailant Response Protocol training rolled out. Additional training videos pending.

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

Recommendation: Intercom enhancement

Status: Ongoing

Finding: Potential to reduce human error in manually locking doors

Recommendation: Improved door-locking devices

Status: Unchanged

Finding: Current SRO model 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

Status: Sworn law enforcement job description will be presented to the Board soon to augment SRO gaps



New Findings & Recommendations Intended to Improve School Safety & Security 2020-2021

Findings & Recommendations

Finding: Improvement needed between law enforcement and District radios

Recommendation: Improve integration of District radios with Law Enforcement

Finding: Identify all SSRA questions that ask whether a written procedure exists for a specific process

Recommendation: Where there are “no” answers, develop a procedure to move to “yes” answer for next year’s assessment

Finding: District needs to enhance social media monitoring to facilitate the behavioral threat assessment process

Recommendation: Staff hired to focus on social media monitoring. Grant and other SSEP funds to be used to purchase necessary technology

Finding: Additional signage necessary to identify buildings and classrooms to facilitate law enforcement response (wayfinding)

Recommendation: Begin installing additional signage and identification in high schools in cooperation with first responders



2019-2020 FSSAT Activities – In Progress/Next Steps

Personnel:

- School and District hiring nearing completion
- Continue to review models in cooperation with municipalities to find a long-term model for increasing number of Safe-School-Officers

Technology:

- ERIP/SafePlans: new software platform for developing school safety plans, risk assessments and emergency drills.
- Kronos transition for school-based security staff
- Incident Management software
- Raptor Volunteer and Visitor Management System
- Improve integration of District radios with Law Enforcement
- Enhance Social Media Monitoring
- Intercom Enhancements

Infrastructure:

- Develop structure for implementation of Enterprise Risk Management framework.
- Transportation and bus/bus terminal security
- Install additional signage and identification in high schools to assist first responders
- Improve door-locking devices
- Develop written procedures to address necessary SSRA items

Training:

- Finalize and push out Role-specific protocols
- Improved training for staff & students on safety and security procedures and protocols

Communications:

- Examine language used to define our security codes, migrate to plain language
- Finalize enhanced crisis communications plan
- Establish systems to get relevant info to stakeholders with urgency through enhanced DSOC communications



Discussion

1. Public Feedback
2. Board Feedback

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



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