

Safety and Security



Program Evaluation
2018-19

Table of Contents

About the Program	3
Area of Focus	3
Evaluator	4
Program Goal	4
Evaluation	4
Conclusions	8
Future Focus	9
Addendum I	13

About the Program

The Safety and Security Program is a function of the Emergency Services Division. This program includes the Safety of students, faculty, staff and visitors as it pertains to criminal activity. Unlike some districts, it does not include accidents or workers comp issues.

The Shawnee Mission School District, formed the Shawnee Mission School, District Police Department in 1972 under existing state statutes which allowed School Districts to do so. These officers were very limited in their responsibilities, and authority until the creation of the School Resource Officers program provided by the local police departments to assist in the upgrading of police protection. This occurred first in the high schools and later in the middle schools.

May 1st, 2014, the district hired the first Director of Safety and Security, which then became the Emergency Services Division. The Division became responsible for all perils, to include natural and man-made crisis and the crisis response from the district. This included all emergency operations planning, crisis management and intergovernmental liaison in a time of crisis.

A detailed and comprehensive Emergency Operations Plan was created during the summer of 2014 and went operational with the beginning of the 2014-2015 school year. The plan is extensive and FEMA compliant. For further information see ([hyperlink to EOP](#))

Upon the passage of a \$223,000,000 bond issue in 2015 approximately \$20,000,000 was dedicated to security upgrades including establishing modified entrances to each school allowing for controlled access, a much-improved electronic monitoring system designed maintain the integrity of each building perimeter. The hub and spoke design allowed for reduced staff necessary to monitor the system and improved the reliability through door monitoring and alarm notification. The level of sophistication of this system is unparalleled in K thru 12 districts nationally. Each High School maintains a control center which monitors all schools within that feeder pattern.

Area of Focus

The focus of this program evaluation is the Safety and Security functions of the Emergency Services Division. In looking at this program it is important to note that the prime mission of the Shawnee Mission School District is the education of its students. In this context the need for the level of security required in today's world is an unwelcomed necessity. None the less, unprecedented efforts are now required to maintain a level of safety where education can flourish and where the district can prepare its students to be college and career ready.

Evaluator

John M. Douglass MPA
Executive Director of Emergency Services

Program Goal

To provide and maintain a safe and secure environment where students can be college and career ready

While the mission of the Shawnee Mission School District is first and foremost the preparation of students to be college and career ready, an integral and necessary component of that mission is the protection of our students, faculty and staff. Without the feeling of security, student learning is inhibited. Teachers worried about their safety are more afraid and less attentive to the mission of educating students. It is the responsibility of this program to create a culture of safety where students and staff are unencumbered by fear and fully available to pursue the district mission: *To make students college and career ready.*

Evaluation

This evaluation concentrates on those program initiatives intended to solve problems, add value and further the mission of the district and the goals of the department.

GOAL: To provide and maintain a safe and secure environment where students can be college and career ready	
Target	Action Steps
Establish a safe Educational environment through the establishment of physically secure buildings and perimeters.	<p>Six-foot-high chain-link fencing, has been installed at all elementary schools to protect the exterior perimeters of these schools during the school day.</p> <p>Improved Pass Card Access, standardized by High School attendance area, is providing ready identification and secure access.</p>

	<p>The district has established a system of secure perimeters utilizing electronic monitoring and intruder notification. This is one of the most sophisticated systems in the country.</p> <p>As the result of the bond issue, the district has established secure entry through a system of restricted access points. All doors are electronically monitored and controlled.</p> <p>Standards and disqualifiers for volunteer personnel have been established (Addendum I)</p> <p>Interior facing turn style locks in class rooms was achieved by start of school 2018.</p>
<p>Establish a safe educational environment through the development and implementation of Crisis Incident Plans and Strategies.</p>	<p>August 2014, the Board President, Superintendent, Assistant Superintendent for Communication, the Director of Safety and Security and a High School Principal, attended and successfully completed Multi -hazard Emergency Planning for Schools E/L361, conducted by Dept. of Homeland Security.</p> <p>May 2015, the District wide emergency operations plan was fully implemented. This plan is comprehensive, covering all known perils from natural disasters to man-made incidents. It is voluminous and is designed to be accessed in digital form. As such some of the indexed potential incidents contain information hyperlinks designed to provide up to date topic information on such occurrence, as pandemic response (CDC, KDH) etc.</p> <p>September 2015, members of the Shawnee Mission School District successfully completed the IS 100 HE. (NIMS) course on incident management during a crisis.</p> <p>May thru August 2016, members of the SMSD PD worked to document potential threats for each district building, utilizing the Threat Analysis form provided thru the State of Kansas Fire Marshalls office.</p> <p>Each year the Emergency Operations Plan (EOP). Is reviewed and adjusted to meet new information, tactics or strategies.</p>

	<p>After each significant event occurs all available information is gathered on that event, analyzed, reviewed and studied to determine what happened, whether it could happen that way here, and what could have been done to stop or mitigate the incident.</p>
<p>Establish a safe educational environment through preparation of staff and faculty to effectively deal with critical Incidents and criminal activity.</p>	<p>A total redesign of our training initiative into the area of critical incident – Active Shooter is currently underway. This initiative concentrates on three import Questions:</p> <ul style="list-style-type: none"> • How does our system work and how do I fit in it? • How do I identify the possible Active Shooter? • How do I survive an Active Shooter Event? • Module I. 09/14/2018 to 10/11/2018 • Module II 02/19/2019 • Module III 03/29/2019 • Module IV Advanced Survival Skills Training TBD <p>The district has also produced an electronic flip chart for teachers located on their computers I-Pads etc. which guides them on how to handle twenty-five different critical events.</p> <p>Drills covering fires, tornados, and critical incidents occur in each school sixteen times per year. These drills are mandated by the state.</p>
<p>Establish a safe educational environment through preparation of SMSD police officers to effectively deal with the needs of all students in addition to critical incidents.</p>	<p>All officers are CIT (Critical Incident – Mental Health) certified.</p> <p>All officers are NASRO certified.</p> <p>All Officers will have completed the Fed. Gov. Identification and Prevention of Suicide Bombers Course, New Mexico Tech. This course was totally funded by the US Government (DOJ).</p> <p>All Officers have been trained in Trauma Informed Care and Secondary Trauma for students.</p>

	<p>All officers have been trained in "Autism for Law Enforcement" dealing with children with Autism.</p> <p>All officers complete Active Shooter Training on an annual basis both with the local officers and without. This includes intruder identification drills.</p> <p>The officers have also received Medical Training for Active Shooter Events.</p> <p>All officers will receive continual training on the Integrated School Defense System including hostile and aggressor identification training, electronic assisted intruder identification, active shooter training, and other mitigation training as appropriate.</p> <p>The department has implemented a body worn camera system for police officers. This is for transparency and for establishing a record of our interactions.</p>
<p>Establish a safe educational environment through development of a Threat Assessment, Evaluation and Tracking Capability.</p>	<p>Threat Reporting protocols, and Anti Bullying Reporting systems are in place and operational.</p> <p>Currently under construction is the establishment of Critical Incident Evaluation Team. This team will assess the potential threat capabilities of individuals identified as potential offenders and will design specific and individual plans for mitigation.</p>
<p>Establish a safe educational environment thru the</p>	<p>Project Green Dot an anti-bullying, and anti-date violence initiative is underway at Indian Hills Middle School and Hocker</p>

<p>development of Strategies to inhibit student on student violence and intimidation.</p>	<p>Grove Middle School. These two school projects are paid through a grant. This is a cooperative effort with MOCSA (Metropolitan Organization to Counter Sexual Assault) which has proven to have documented positive effect on both school populations.</p> <p>The district continues to work on developing new strategies to defuse girl-on-girl violence and aggression, specifically through attendance at the Mean Girl Workshop March 5, 2016.</p>
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Conclusions

The most important component to any evaluation process, are the conclusions reached. These assessments tell us what is working well, what is working but can work better, and finally what needs immediate improvement. After careful consideration the following conclusions have been reached.

What is working well

There are many aspects of our security system that are working exceptionally well. For example:

- Our electronic perimeter monitoring and control system is one of very few in the country and allows improved card/key access for identification capabilities relatively unheard of in K-12 education. This lays the foundation for premier control and rapid intruder identification.
- The level of training our officers have received is also exceptional. Focus is maintained on student centric issues with the intent to positively impact student lives. The unofficial motto of the police officers is **“We are the sheepdogs, we protect the lambs”**
- The Emergency Operations Plan is extensive and encompasses all major threats and perils. It is digitized and readily available on all relevant computers. The computerized flip chart available to the teacher is simple to follow and obtain. This plan stands among the best in education.

What is working but could work better?

Most functions of this department are working to expectations, but of course could be improved. For example:

- Key Card/Identification has been improved and now reflects by color the attendance area of the student or the work area for the staff. There needs to be improvement in compliance by students and staff as it pertains to displaying and even retention of this identification.
- Six-foot-high chain-link fence establishes a secure outer perimeter for the elementary schools. Unfortunately, the gates are sometimes left open creating a breach in the perimeter.
- Homeland Security NIMS training was undertaken in 2015 to a limited staff. Turnover has created the need for further training.

- While district wide training is difficult to achieve due to time constraints, more extensive and higher quality training and guidance concerning Active Shooters is necessary. Efforts are currently underway to provide better training and better guidance for teachers and staff.

What needs immediate improvement?

These items require immediate improvement. Unfortunately, they are common to virtually all school districts across the country. They are:

- While we have a state of the art electronic perimeter control system, we continue to have issues with students and staff propping doors open or allowing unauthorized entry through locked doors. This is a serious breach of our system and must be corrected at the building administration level.
- While we have a very good threat notification system by students, staff and parent's this information is sometimes not shared with all necessary parties. This is not isolated to our district, it is common in all districts. Efforts are underway to remedy this problem.

Future Focus

While it is important to maintain all of the elements of our program, this evaluation highlights the most significant and pressing needs. Consequently, we will be focusing on these major areas;

1. **Stopping Perimeter Breaches** - A state of the art perimeter control system is only as good as the human factor involved. We will stress the absolute necessity of maintaining perimeter control by not allowing doors to be opened when unauthorized or left open or opened for unauthorized persons. We need only to look to Parkland High School in Florida to realize that this terrible incident began with unauthorized intrusion into the school. We will work hard to enlist the compliance of the staff and students of each building to participate in their own security. In the end however, responsibility for perimeter control lies with the building administrator. It is his or her responsibility to obtain compliance. In order to assist them, appropriate administrators will be notified of chronic issues occurring at any school by way of a weekly report.
2. **Improved Reporting of Potential Threats** - Considerable effort, time, and energy have been expended in teaching our students, their parents, and our staff that suspicious behavior, and especially threats must be reported immediately. This information often is sent to the building administration, who sometimes try to evaluate and remediate that information themselves. While this is well intentioned, it is not our stated practice. All such information must be reported to The Executive Director of Emergency Resources, and the Chief of Communications. Numerous other district administrators including the Director of Secondary Services will be notified by them. Together they will work the incident as a team along with the local police department, SRO's, and DRO's to insure the safety of students and staff, as well as the proper notification of patrons. We will be strictly enforcing this procedure and will spend considerable effort on training administrators accordingly.
3. **Development of a Threat Evaluation Board** - The final step in incident remediation is suggested by the Secret Service. They recommend the establishment of a threat assessment board who would

be entrusted with creating a remediation plan for the individual involved. Development of this board is underway.

Improved District Active Shooter Training – We have been aware for some time that a need existed for more comprehensive District Wide active shooter training. Throughout the summer considerable effort has gone into the development of a comprehensive training program for all employees of the district concerning Active Shooters. This program is 80 percent complete and will be available to distribute this semester. It will attempt to answer three important questions. 1) How does the system work and how do I fit into it? 2) How do identify a potential Active Shooter? 3) How do I survive an Active Shooter?

GOAL: To provide and maintain a safe and secure environment where students can be college and career ready	
Target	Action Items
Establish a safe Educational environment through the establishment of physically secure buildings and perimeters. <ul style="list-style-type: none"> • Reduce propped doors and unauthorized entries each quarter of this school year. 	
Establish a safe educational environment through the development and implementation of Crisis Incident Plans and Strategies. <ul style="list-style-type: none"> • Digitize and make available on staff devices the Emergency Operations Plan no later than September 15, 2018 • Working with key stakeholders, develop response plans for suicide and its prevention. In place by January 1, 2019 • Conduct a complete building by building update of the building threat assessments, to be completed by August 1, 2019 	
Establish a safe educational environment through preparation of staff and faculty to effectively deal with critical Incidents and criminal activity.	

<ul style="list-style-type: none"> • 100% of all district employees will receive district wide Active Shooter training by March 31, 2019. • 100% of all new teachers and staff will receive Active Shooter training before the first day of school 2019. • The advanced Active shooter training program will be in place for use by August 2019. 	
<p>Establish a safe educational environment through preparation of SMSD police officers to effectively deal with the needs of all students in addition to critical incidents.</p> <ul style="list-style-type: none"> • Complete three, firearms proficiency training sessions • De-escalation in critical incidents and updates on Juvenile Law given by the OPPD, to be completed by 8/15/2018 • Command Staff will attend training in Leadership in Critical Incidents, Legal Issues facing Law Enforcement. Sept. 26, 2018 • Capt. Schmidt completed State Wide Student Disciplinary Strategies August 2, 2018 • We will be hosting and attending NASRO advanced training before second semester. • All officers will complete the mandated 40hrs. of training by July 1, 2019 • Annual Active Shooter training with the local Law Enforcement Agencies will be conducted over Spring Break 	
<p>Establish a safe educational environment through development of a Threat Assessment, Evaluation and Tracking Capability.</p> <ul style="list-style-type: none"> • Establish a Threat Evaluation Team who purpose will be to access every school threat and determine a plan of action to ensure the safety of the students and 	

<p>staff. This team will be in place first quarter of the school year.</p>	
<p>Establish a safe educational environment thru the development of Strategies to inhibit student on student violence and intimidation.</p> <ul style="list-style-type: none"> • Review All available data from Project Green Dot to determine program efficiency in reducing incidents of student on student violence and bullying • Implement the SPREGIO bullying reporting system August 15, 2018 	



Addendum I

In response to your inquiry from the board for an explanation of our vetting process used in our MVP program I would submit the following.

What is a back-ground check and why do volunteers need one?

We have had a vetting process for volunteers for at least seven years. Youth Friends did it for years before that. Although it is referred to as a background check, it is only a criminal history records check. This is a review of Criminal Convictions, and if present are part of the public record. This is the most basic vetting process available short of no checking what so ever. Knowledge of any prior convictions which could indicate the possibility that this individual could pose a danger to one of our students is essential. Only serious crimes and crimes with a direct Nexus to the well-being of our students are considered. For example, the following convictions would be examples of disqualifiers;

- Any felony conviction, financial Felony Crimes would be reviewed as to seriousness and time since committed
- Any Sex offense
- Child abuse or neglect
- Crimes involving Anger Control such as Battery, Assault, Domestic Violence, Road Rage etc.
- Stalking,
- Criminal Threats, Terroristic Threats, or harassment
- Felony Narcotics violations
- DWI if driving is involved in the act of volunteering

This procedure is compliant with all board policies with special attention to Confidential Information. As such no information is obtained on the status of citizenship.

Who needs to be vetted?

Over the summer, we convened a working group chaired by Dr. Streich to answer that question. The appropriate answer is “**Any volunteer who supervises children or may contact children on a one to one basis or supervises students without a teacher present, must be vetted**”. This follows the same reasons we vet all staff and faculty and for the protection of the students.

If I have been once before why am I being, ask to do it again?

Renewal of this vetting process is a common practice amongst organizations which require it. A good example is that of our teachers. The same process of vetting is done each time their license is renewed. The reason for this is simple. The process is only accurate up to the time the check is made. Any occurrence after that time remains unknown until another check is made.

Who sees my information?

As part of the application process all employees including volunteers are fingerprinted. Those prints are sent to the Kansas Bureau of Investigation for a records check. If none are found the report returned reflects no records found. This is the case most of the time. This report is viewed by our Human Resources Department. If a report is returned with conviction information the Executive Director of Emergency Services will check the

report against the disqualifiers. A determination will then be made. This information is confidential and non-accessible outside of those just listed. Disqualified applicants are then notified.