Background:

In the wake of the Sandy Hook School shooting tragedy, we recognize that the world around us has changed and we have to change with it to ensure the safety of students and staff. Further, district incident data indicate the need to focus on changing strategies within the school climate as well to reduce incidents within schools that result from student actions.

Data:

Increase percentage of allocated school Physical Security Improvement Funds utilized to 100% by 2020

Percent of allocated school physical security improvement funds utilized

	Baseline	2015-16	2016-17	2017-18	2018-19	2019-20	Target
Percent of allocated funds utilized	32.3%	55%	56.2%	84%	92%	92%	100%

Maintain 100% of school-based emergency drills completed for each of the next five years

Percent of school-based emergency drills completed

	Baseline	2015-16	2016-17	2017-18	2018-19	2019-20	Target
Percent of Drills Completed	100%	100%	100%	100%	99.4%	100%	100%

Increase percentage of staff completing Standardized Preparedness Training to 100% by 2020

Percent of staff completing standardized preparedness training

	Baseline	2015-16	2016-17	2017-18	2018-19	2019-20	Target
Percent of Staff Completing Training	47.0%	55.0%	99.6%	88.4%	97.9%	100%	100%

Reduce school arrests by 10% each year for the next five years

Number of school arrests

	Baseline	2015-16	2016-17	2017-18	2018-19	2019-20	Target
Number of Arrests	980 arrested	572 arrested	364 arrested	250 arrested	319 arrested	183 arrested	521 arrested

Reduce security-related Level IV incidents by 35% by 2020

Number of level IV incidents

	Baseline	2015-16	2016-17	2017-18	2018-19	2019-20	Target
Number of Level IV incidents	1,834	1,678	1,718	1,786	2,223	1,314‡	1,192

‡ Results impacted by COVID-19 pandemic

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Goal: Safe Learning and Working Environment	Division Priority: Enhance prevention, intervention and response programs

Current Condition
In the wake of the Sandy Hook School shooting tragedy, we recognize that the world around us has changed and we have to change with it to ensure the safety of students and staff. Further, district incident data indicate the need to focus on changing strategies within the school climate as well to reduce incidents within schools that result from student actions.

Theory of Action
If we focus on prevention and early intervention through the use of improved situational awareness, physical improvements, preparedness training and security standards to address all threats that may impact our schools, we will create a safer working and learning environment. Internally, we will focus on strategies regarding security risks and criminal activities through an appropriate expansion of school safety programs, while concurrently seeking to decelerate arrests for issues that should not escalate to that level of response.

Measurable Objectives					
	Baseline 2014 – 2015	Midpoint (3 Year) 2017 – 2018		Target (5 Year) 2019 – 2020	
	Actual	Target	Actual	Target	Actual
1. Increase percentage of allocated school Physical Security Improvement Funds utilized to 100% by 2020	32.3%	100%	84%	100%	92%
2. Maintain 100% of school-based emergency drills completed for each of the next five years	100%	100%	100%	100%	100%
3. Increase percentage of staff completing Standardized Preparedness Training to 100% by 2017-18 and maintain that percentage in subsequent years	47.0%	100%	88.4%	100%	100%
4. Reduce school arrests by 10% each year for the next five years	980 arrested	715 arrested	250 arrested	521 arrested	183 arrested
5. Reduce security-related Level IV Incidents by 35% by 2020	1,834	1,449	1,786	1,192	1,314‡

❖ **Represents BROAD strategies**

‡ Results impacted by COVID-19 pandemic

Operations
Business Plan
2015 – 2020

Year	Strategies	Owner
2015 – 2020	1. Reduce safety and security incidents through prevention programming ❖ (OC-1)	Chief Operations Officer
2015 – 2020	2. Utilize standardized security risk and vulnerability assessments to identify and remediate schools not meeting 100% of all security device, system and technology requirements ❖ (OC-1)	Chief Operations Officer
2015 – 2020	3. Implement and maintain an enterprise-wide electronic visitor management system (i.e., processes, procedures and technologies) to eliminate 100% of unauthorized entries into schools ❖ (OC-1)	Chief Operations Officer
2015 – 2020	4. Increase security surveillance of schools by ensuring that all schools meet the security camera standard ❖ (OC-1, OSP-2)	Chief Operations Officer
2015 – 2020	5. Increase control over access to schools by ensuring that all schools meet the proximity card reader standards ❖ (OC-1, OSP-2)	Chief Operations Officer
2015 – 2020	6. Limit access points to schools by ensuring that all schools meet the perimeter security fencing standard ❖ (OC-1, OSP-2)	Chief Operations Officer
2015 – 2020	7. Establish wayfinding standard and install new signage to direct campus visitors to a single point of entry into each school, identify prohibited conduct/items and support a law response to individual school buildings ❖ (OC-1, OSP-2)	Chief Operations Officer
2015 – 2020	8. Reduce school-based security-related incidents in schools maintaining security staff through the use of enterprise-wide hiring and training standards ❖ (OC-1)	Chief Operations Officer
2015 – 2020	9. Eliminate security incidents at district facilities resulting from electronic security system failures ❖ (OC-1, OSP-2)	Chief Operations Officer
2015 – 2020	10. Eliminate environmental conditions contributing to student pedestrian/vehicle crashes ❖ (OC-1, OSP-2)	Chief Operations Officer
2015 – 2020	11. Reduce safety and security incidents through intervention programming ❖ (OC-1)	Chief Operations Officer
2015 – 2020	12. Utilize enterprise intelligence and threat information collected by the Communications and Coordinator Center (C3) to prevent a potential and/or actual threat ❖ (OC-1)	Chief Operations Officer
2015 – 2020	13. Reduce the presence of illegal substances, prohibited items and weapons in schools that result in student disciplinary referrals using student screening programs ❖ (OC-1)	Chief Operations Officer

❖ **Represents BROAD strategies**
‡ Results impacted by COVID-19 pandemic

2015 – 2020	14. Use a cross-functional, multi-disciplinary threat assessment program to identify individuals (i.e., students, staff and others) at risk for violent behavior, initiate behavioral assessment protocols, provide intervention services and reduce the occurrence of violence in identified individual ❖ (OC-1)	Chief Operations Officer
2015 – 2020	15. Increase the district's ability to provide an effective <u>response</u> to safety and security incidents ❖ (OC-1)	Chief Operations Officer
2015 – 2020	16. Use standardized drills (i.e., active assailant, emergency egress and severe weather) and exercises (i.e., annual school-based tabletop) to enhance and reinforce school-based preparedness ❖ (OC-1)	Chief Operations Officer
2015 – 2020	17. Increase the number of standardized online or web-based training programs to enhance school-based preparedness through 100% participation by required personnel ❖ (OC-1)	Chief Operations Officer
2015 – 2020	18. Increase the district's ability to provide police services to schools through the implementation of an OCPS District Police agency using a regional law enforcement coordination model ❖ (OC-1)	Chief Operations Officer

❖ **Represents BROAD strategies**
‡ Results impacted by COVID-19 pandemic