

## CHAPTER 11 – SAFETY AND SECURITY

### BACKGROUND

Student and staff safety as well as the security of facilities and physical assets are major concerns for school districts. School districts must provide a safe and secure learning environment for students to excel academically. Components of effective safety security programs include policies, procedures, and programs to address crisis contingencies, and facility safety.

Proper security organization structures and appropriate staffing provide the framework for a successful safety and security program. Districts may employ police departments or use contract officers to assist in the security of the district and use district staff to implement safety and security measures. A balanced approach of prevention, intervention, enforcement, and recovery is essential to provide an effective safety and security program.

Lamar Consolidated Independent School District's (LCISD or the District) strategic goal six in its 2016-2017 District Improvement Plan is to address issues that enhance school climate thereby creating strong, safe, drug-free, disciplined schools. Key strategies to accomplish this goal include the following.

- Contract with Interquest for canine drug detection services.
- Continue to develop and implement procedures to utilize automated calling systems for emergency response and crisis management.
- Continue to provide classroom telephones for emergency crisis and discipline situations and mobile phones for administrators.
- Continue the use of campus-based resource officers at each junior high, high school, and ALC.

LCISD's safety and security leadership organization consists of various staff in the district including the superintendent, assistant director of employee benefits services/risk management, principals, and security guards. LCISD also entered into a security services agreement with the City of Rosenberg to provide police officers for the school district serving as school resource officers (SRO).

LCISD's board policies provide guidance in the district's safety and security program as follows:

- **Policy CK Local, Safety Programs/Risk Management-Comprehensive Safety Programs:** The Superintendent or designee shall be responsible for developing, implementing, and promoting comprehensive safety programs designed to address the safety of students, employees, visitors, and all others with whom the District conducts its business.
- **Policy CK Legal, Safety Programs/Risk Management:** Safety and Security Committee –In accordance with guidelines established by the Texas School Safety Center (TxSSC), the District shall establish a school safety and security committee. Safety and Security Audit – At least once every three years, the District shall conduct a safety and security audit of the District's facilities. To the extent possible, the District shall follow safety and security audit procedures developed by the TxSSC or a comparable public or private entity. The District shall report the results of the safety and security audit to the Board and, in the manner required by the TxSSC, to the TxSSC.

### CHAPTER HIGHLIGHTS

- Lamar CISD has maintained a strong partnership with Visual Imagry, Inc. (VI) developers of VIPlanning Software & Online Services since 2009. Together, this team developed a web-based emergency planning system for each campus via VIPlanning Software & Online Services®.
- Reorganize the safety and security function to provide leadership and accountability.
- The district would benefit from establishing a safety and security committee to monitor and address safety and security issues.
- LCISD should enforce safety and security policies to ensure that emergency operations plans, evacuation drills, and inspections are timely and consistently updated, performed, and documented.

- **Policy CKC Local, Emergency Plan:** The Superintendent shall ensure updating of the District’s emergency operations plan and ongoing staff training.
- **Policy CKC Legal, Emergency Plan:** The District shall adopt and implement a multi-hazard emergency operations plan for use in the District’s facilities. The plan must provide for:
  - District employee training in responding to an emergency;
  - Mandatory school drills and exercises to prepare District students and employees for responding to an emergency;
  - Measures to ensure coordination with the Texas Department of State Health Services (TDSHS) and local emergency management agencies, law enforcement, health departments, and fire departments in the event of an emergency; and
  - The implementation of a required safety and security audit [see CK].
- **Policy CKE Local, Security Personnel:** To implement the District’s comprehensive safety programs, the District has entered into an agreement with a local law enforcement agency for school resource officers. School resource officers shall provide services consistent with the terms of the agreement, the comprehensive safety programs, and board policy.

**Exhibit 11-1** presents the operational budget summary by major budget categories for the security function showing an increase in contract services, salaries, and vehicles.

**Exhibit 11-1**  
**LCISD Budget Summary – Security Function**

Description	2016-2017 Revised Budget	2015-2016 Actual YTD Expenditures	2014-2015 Actual YTD Expenditures
Salaries & Benefits	\$916,317.34	\$808,037.31	\$809,456.95
Contract Services	\$1,547,873.39	\$1,158,390.70	\$1,203,713.74
Supplies & Materials	\$80,864.50	\$60,081.61	\$15,924.57
Travel	\$2,850.00	\$1,538.05	\$4,267.45
Dues	\$190.00	\$0.00	\$0.00
Miscellaneous	\$2,375.00	\$630.00	\$670.00
Vehicles	\$150,029.20	\$42,489.52	\$0.00
Furniture/Equipment	\$0.00	\$7,995.00	\$0.00
Capital Projects	\$203,513.63	\$620,420.34	\$829,662.15
<b>Total Budget</b>	<b>\$2,904,013.06</b>	<b>\$2,699,582.53</b>	<b>\$2,863,694.86</b>

*Source: LCISD FY 2017 Adopted Budget, February 2017.*

**Exhibit 11-2** on the following page presents the responses from staff, students and parents to various safety and security questions. Over 70 percent of all groups agree that students are safe at school, are aware of safety procedures, and feel that gang activity, drug and alcohol abuse, and use of weapons are not a problem.

**Exhibit 11-2  
LCISD Climate Survey Results – Safety and Security**

Survey Group/Question	Total	Strongly Agree or Agree	Disagree or Strongly Disagree	Do Not Know
<b>Question</b>		<b>Percentage Responses</b>		
<i>Students are safe at school.</i>				
<b>Survey Group</b>				
Parents	5,835	88%	9%	3%
Students	10,995	74%	16%	10%
School Staff	2,145	96%	4%	1%
<b>Question</b>		<b>Percentage Responses</b>		
<i>I am aware of safety procedures at this school, such as fire drills and tornado or hurricane procedures.</i>				
<b>Survey Group</b>				
Parents	5,825	77%	17%	7%
Students	10,947	90%	7%	3%
<b>Question</b>		<b>Percentage Responses</b>		
<i>This school is a safe place from gang activity.</i>				
<b>Survey Group</b>				
Parents	5,815	78%	8%	14%
Students	10,960	76%	14%	10%
School Staff	2,147	92%	3%	5%
<b>Question</b>		<b>Percentage Responses</b>		
<i>Alcohol and/or drug use is not a problem at this school.</i>				
<b>Survey Group</b>				
Parents	5,813	70%	11%	19%
Students	10,970	74%	19%	7%
School Staff	2,147	82%	10%	8%
<b>Question</b>		<b>Percentage Responses</b>		
<i>This school is free of weapons.</i>				
<b>Survey Group</b>				
Parents	5,810	77%	7%	16%
Students	10,950	78%	15%	7%
School Staff	2,143	92%	2%	6%

Source: LCISD Climate Survey, December 2016.

## BEST PRACTICES

Best practices are methods, techniques, or tools that have consistently shown positive results, and can be replicated by other organizations as a standard way of executing work-related activities and processes to create sustaining, high performing organizations. When comparing best practices, similarity of entities or organizations is not as critical as it is with benchmarking. In fact, many best practices transcend organizational characteristics.

McConnell & Jones LLP (or the review team) identified four best practices against which to evaluate the safety and security function of LCISD. **Exhibit 11-3** provides a summary of these best practices. Additionally, best practices that LCISD does not meet result in observations, which we discuss in the body of the chapter. However, all observations included in this chapter are not necessarily related to a specific best practice.

**Exhibit 11-3**  
**Summary of Best Practices – Safety and Security**

Best Practice Number	Description of Best Practice	Met	Not Met	Explanation
1.	Adequate Security Organization and Staffing		X	There is no safety and security department resulting in a fragmented infrastructure. <b>Observation 11-1.</b>
2.	Documented Policies and Procedures		X	Policies and procedures are not documented. <b>Observation 11-5.</b>
3.	Planning, Budgeting, and Performance Measurement		X	Lack of strategic plan. <b>Observation 11-3.</b>
4.	Operations Management		X	No active safety and security committee and standard reports. <b>Observation 11-6.</b>

*Source: McConnell & Jones LLP's Review Team.*

## ACCOMPLISHMENTS

### ACCOMPLISHMENT 11-A

Lamar CISD has maintained a strong partnership with Visual Imagry, Inc. (VI)<sup>1</sup> developers of VIPlanning Software & Online Services since 2009. Over the years VI partnered with the district to enhance their school safety programs and trainings to support school safety, as well as supporting needs of the district.

Together, this team developed a web-based emergency planning system for each campus via *VIPlanning Software & Online Services*<sup>®</sup>. Each web-based emergency operations plan (EOP) included data that was common to all schools, as well as campus specific details. Examples of campus specific information included the following: contact information for school crisis teams/planning teams, campus phone trees, buddy lists, bell schedules, school resource data, emergency fire exit plans, floor plans and staff skills inventories.

When LCISD used paper-based emergency plans and annexes, it required about 30 binders per person for each school vs. the web-based plans. Going digital made perfect sense considering each school's EOP averaged about 70 pages; each of the 28 Annex plans are about 21 pages<sup>2</sup>, and the district flip chart has 23 pages. HTML digital access provided a best solution for ease of accessing the EOPs, annexes and flip charts. Each secure web site is operated separately and independently for a school district and does not require valuable IT support time and training to operate and maintain. *VIPlanning Online*<sup>® Services</sup> removes the barriers of time and distance between administrators, emergency management staff and first responders while providing specific features that are designed to be user-friendly communications tools for all the program users. *VIPlanning Online*<sup>® Services</sup> is also accessible only to administrators, first responders (police, first responders, emergency managers, school administrators, and school emergency staff) and/or other authorized users. Each secure site requires a login and provides tools for creating calendar events, links, library items or contacts. These services provide a secure environment for accessing web-based EOPs and preplans.

The initial project included a fifteen-minute phone call with each principal and assistant principal to introduce Visual Imagry staff, talk about school safety and then to explain the process for creating their web-based EOP. Visual Imagry's team began the annual update process in 2010 by contacting each principal and/or assistant principal and then asking what campus specific information had changed. During 2015-2016, it was determined by the District that *Visual Imagry* would not call each principal or assistant principal to explain the process or to discuss school safety. The majority of all communications were then made via District announcements, email, or posted in each school's online forum

In 2011, *Visual Imagry* had the opportunity to complete an independent research study, *Balancing School Safety and Academic Goals at Lamar Consolidated Independent School District*. The information gathered helped identify specific information for supplementing the District's school safety programs. The results were shared with district staff and others involved in implementing school safety programs or special projects.

This open style of communication and sharing reinforced existing relationships and built an even stronger foundation for school safety within the District. The ideas, suggestions and questions provided by principals and assistant principals helped develop the first *Leadership & Safety Series* eBooks.

By 2013, a group of principals and assistant principals from LCISD volunteered to participate in an intense pilot project to review the *Leadership & Safety Series* eBooks, in order to provide suggestions for expanding the *Safe to Learn Community Project* at LCISD.

*VIPlanning Software & Online Services*<sup>®</sup> is designed to create individual school EOPs, District EOPs, Annexes, Flip Charts and Tactical Pre-Plans that can be viewed via a secure web site. Each school's EOP requires the principal and/or assistant principal to gather information for annual updates and changes. The first step for annual updates

<sup>1</sup> *Visual Imagry, Inc. is the correct spelling for this company.*

<sup>2</sup> *If each LCISD District Annex plan is about 21 pages, that would be 588 pages for all 28 Annex Plans.*

is for an authorized user to upload the files to each school’s forum on the LCISD secure web site that is powered by *VIPlanning Online Services*®. Only authorized users are provided access to the site. Their access is tracked in the *VIPlanning Software*® database to verify use and confirm only authorized users attempted access. *Visual Imagry* team members also have access to the forums in order for them to download the files for updating each school’s annual EOP data, as well as providing support and/or online training when requested as shown in **Exhibit 11-4**.

**Exhibit 11-4**  
**LCISD Sample Forum Topic and Posts from Wertheimer MS**

The screenshot shows a forum interface for Henry Wertheimer MS. The main topic is "2015-16 Web-Based EOP Updates". The first post, dated May 24, 2016, is a "Thank you" message from user 'deb'. The second post, dated November 19, 2015, is a reply from 'Dee Beaugez' acknowledging the updates and providing attachments: "Wertheimer\_MS\_EOP\_2015-2016.docx" (509 KB) and "Wertheimer\_Phone\_Tree\_2015-2016.xlsx" (15 KB). The third post, dated October 21, 2015, is a detailed instruction from 'deb' regarding the submission process for the 2015-16 EOP updates, including a list of required items and contact information for Dee Beaugez.











First, *Visual Imagry* created web-based EOPs for the District and all schools. Starting in 2010, all LCISD schools are now required to annually update any data/information that changed from the year before. Each year the following campus specific information is required to be checked to determine if it needs to be updated:

1. The EOP word document must be submitted each year and also copies provided to each member of the Campus Planning Team/Campus Response Team members.
2. Campus Details – listing the number of students, administrators, staff, teachers, and building changes, including the number and location of portable buildings on a campus where students attend classes.
3. Go Kit Information needs to be checked and batteries added to flashlights in the kits.

4. Campus Planning Team/Campus Response Team information regarding new members are added and any that have left need to be removed, emergency contacts are updated, staff information and titles need to be updated and their phone and cellular contact numbers reviewed and revised as necessary.
5. Phone Tree(s) – contact information and titles checked and updated.
6. Buddy List (s) – checked and updated.
7. Resource Inventory – checked and updated, including the amounts and locations of resources.
8. Bell Schedule – checked and updated.
9. Drills and exercises lists and a copy of the PDF report submitted or available for the Texas Fire Marshall.
10. Any other information that could impact changes in safety protocols or response.

Forum Groups were also created for principals and assistant principals to share information and safety training such as information provided by the US Department of Education. Examples include bomb threat guidelines, active shooter guidelines, studies on the impact of human trafficking in American Schools, and even information about suicide prevention as depicted in **Exhibit 11-5**.

**Exhibit 11-5**  
**Example of District Forum**

<b>Principals - Assistant Principals Safety Training</b>	
	<a href="#"><u>2014-2015 Safety Series Training</u></a> 2014-2015 Safety Series Training
	<a href="#"><u>2011 Balancing Safety and Academics (Research Stud</u></a> 2011 Balancing Safety and Academics (Research Study)
	<a href="#"><u>2014 Safety Series Evaluation Copies</u></a> 2014 Safety Series Evaluation Copies
	<a href="#"><u>Active Shooter and IED Events</u></a> Active Shooter and IED Events
	<a href="#"><u>Bomb Threat Guidance</u></a> Bomb Threat Guidance
	<a href="#"><u>Guide for Developing High-Quality EOPs</u></a> Guide for Developing High-Quality EOPs
	<a href="#"><u>Human Trafficking in America's Schools</u></a> Human Trafficking in America's Schools
	<a href="#"><u>Principals Safety Series - Required Reading 2015</u></a> Required Reading starting in 2014 thru 2016
	<a href="#"><u>Principles for Principals by Ada Dolch</u></a> Principles for Principals by Ada Dolch
	<a href="#"><u>Suicide Prevention</u></a> Suicide Prevention



As of January 2017 there were eight annexes and the flip charts are available on the LCISD secure site as listed in **Exhibit 11-6**. There were still 25 Annexes that needed to be added to the secure site.

**Exhibit 11-6**  
**District Annexes Available on the LCISD Secure Site**

**Lamar Consolidated Independent School District**

**LCISD District**

- Annex H - Hazard Mitigation
- Annex H - Human-Caused Hazards
- Annex S - Search & Rescue
- Annex S - Shelter & Mass Care
- Annex S - Student/Parent Reunification
- District Emergency Operations Plan
- Emergency Communications Plan
- EOP - All Schools
- Flip Charts - LCISD

Produced by VIPlanning® Version 6

*Visual Imagry's* team realized that it could help to develop a few simple safety guides that could be read in an hour, as well as providing some very the basic safety information that would support safety leadership skills, as well as enhancing school safety programs. The first safety guides shared with a select number of LCISD principals and assistant principals in 2014 were the following:

- Annual Updates for Campus EOPs
- Health & Safety Planning Calendar
- Fire Drills Safety Guide, Vol. 1
- Building and Campus Safety Guide
- 10 Tips for Safer Schools – By Rick Tobin
- Keeping It Real – Building Sustainable School Response Teams – By Lucien G. Canton, CEM
- Teaching Health & Safety

LCISD participated in the *Safe to Learn Community Pilot Projects*. After receiving input from the Principals and Assistant Principals who participated in the pilot study, the *Visual Imagry* team revised the safety guides, contacted authors to update their materials and began more research to be included in the online *Principals Safety Training* provide via *I am Safe to Learn*. <https://www.imsafetolearn.com/leadership-safety-series.html>

The *Safe to Learn Leadership & Safety Series* for 2016-2017 that is available for the principals and assistant principals at LCISD and includes 6 e-Books in the *Leadership & Safety Series*, one documentary, Training Tools and three volumes of *Ten Tips for Safer Schools for Teachers*. The goal of the *Safe to Learn Leadership & Safety Series* training is to help principals and assistant principals lead their school's safety programs, as well as enhance their leadership skills. The series includes:

- Principles for Principals Leading the Way to School Safety
- Safety First – Checklists, Contacts, Buddy Lists and Drills Information
- Safe to Learn Leadership & Safety Calendar for 2016-2017
- Fire Drills Build Leadership, Trust and Respect
- Building & Campus Safety
- Building Sustainable School Response Teams
- Ten Tips for Teachers for Safer Schools
- Why Plan? School-Centered Emergency Management Video Produced by Schools for Schools  
More about the Documentary

Through LCISD's partnership with VI, there is an ongoing reminder that school safety is a mindset that is foundational to the mission/vision of the school, faculty, staff, and all educational work -- both inside and outside the classroom.

## DETAILED OBSERVATIONS

### Organization and Staffing

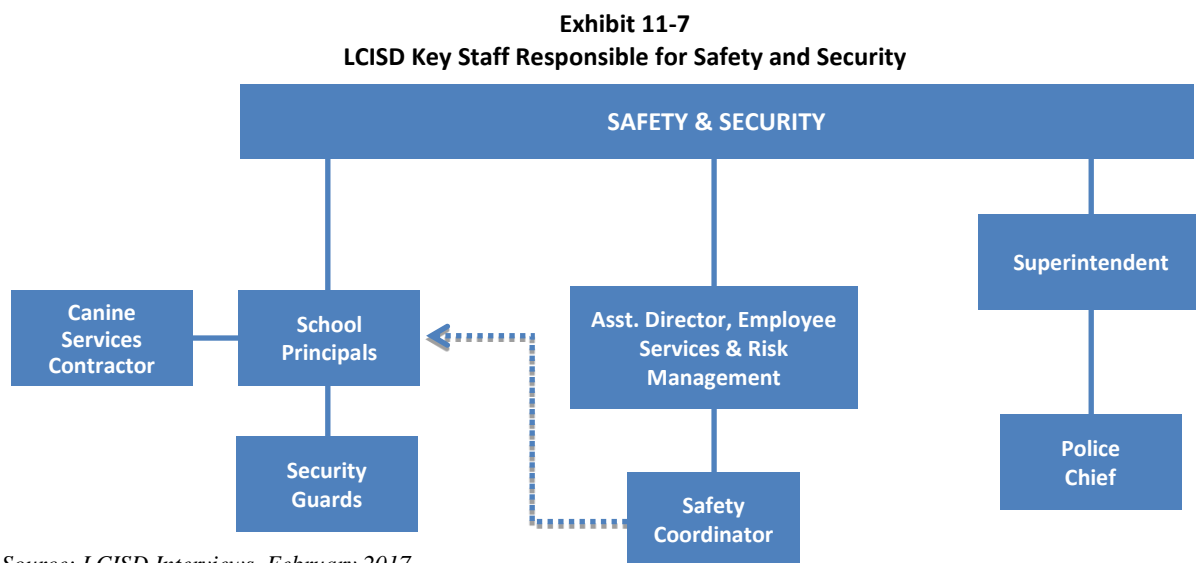
#### OBSERVATION 11-1

**There is not a sole department that has overall responsibility for district-wide safety and security, resulting in a fragmented organizational structure.**

While the chief of police reports to the superintendent, the responsibility for coordinating with principals to facilitate school safety drills and for conducting safety inspections is a task assigned to the assistant director of employee services and risk management in the human resources department. School inspections include only the facility exteriors and are only conducted one to two times per school year. The human resources administrative assistant is responsible for developing and monitoring the safety function budget; processing purchase requisitions for safety department staff; and managing the school resource officer fleet. Throughout the district, responsibility for safety and security cover multiple departments.

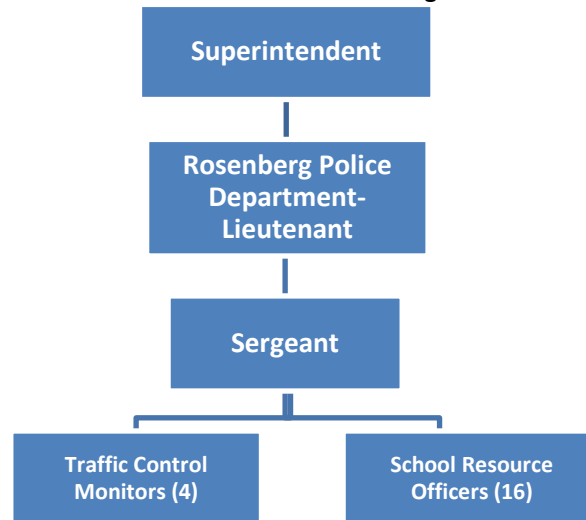
- School Resource Officers report to the chief of police.
- Security guards report to principals/assistant principals.
- Principals/assistant principals report updates to Emergency Operations Plans and evacuation drills records to the assistant director of Employee Services and Risk Management and outside consultant.
- The outside consultant (web-based EOPs and training) reports to the assistant director of Employee Services and Risk Management and outside consultant.
- Information Technology handles security cameras.
- Maintenance & Operations handles safety and security equipment including fire extinguisher inspections, fire alarm systems, etc.
- Canine drug detection contractor reports to principals.
- School Resource Officers and Security Guards spend time from campus to pick up bank deposits and ticket and concession money boxes.
- There is no district-wide Safety and Security committee.

Exhibits 11-7 and 11-8 present the key staff responsible for LCISD’s safety and security functions.



Source: LCISD Interviews, February 2017.

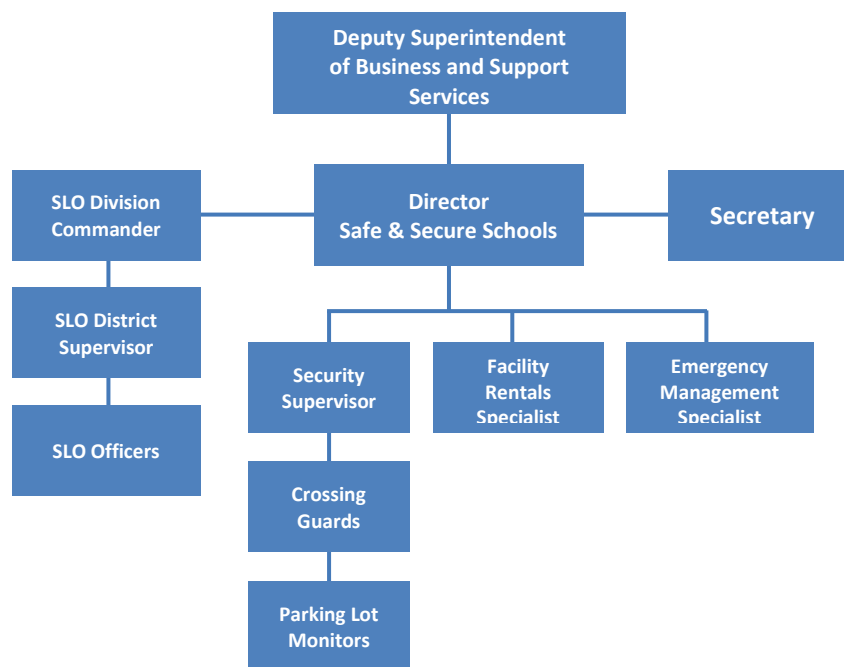
**Exhibit 11-8**  
**LCISD School Resource Officers Organization**



Source: LCISD Organization Chart, February 2017.

In contrast to LCISD’s organization, peer school district Clear Creek ISD has a fully staffed “Safe & Secure Schools” division which is led by a veteran security advisory for the North Atlantic Treaty Organization (NATO). Staff is well trained in the Federal Emergency Management Agency’s National Incident Management system and also partners with the Texas School Safety Center. The organization is shown in **Exhibit 11-9**.

**Exhibit 11-9**  
**Peer District Clear Creek Independent School District**  
**Safety & Security Organization**



Source: Peer Survey.

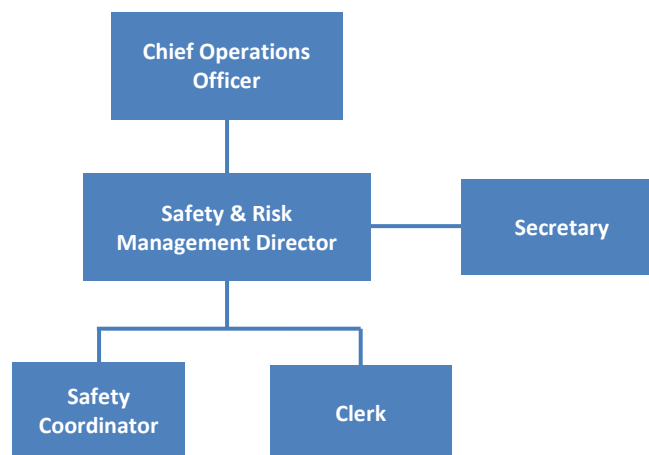
Another peer school district, Spring Independent School District, also has a more structured safety and security organization including a safety and risk management department. The key functions are listed in **Exhibit 11-10** and the organization chart in **Exhibit 11-11**.

**Exhibit 11-10**  
**Peer School District Organization – Spring ISD**

Position	Area(s) of Safety and Security Responsibility
<i>Chief of Human Resources</i>	Employee Health and Wellness, Employee Assistance Program, Worker’s Compensation, Employee Misconduct Investigations and Reasonable Suspicion
<i>Chief of Police</i>	Employee Identification Badge Issuance, Campus Policing, District Patrol Operations, Truancy, Gang Suppression, Canine Services, Safety Education, Investigations and Reasonable Suspicion
<i>Chief of Operations – Safety &amp; Risk Management Department</i>	Emergency Management, Hazardous Materials, Industrial Workplace Safety, Laboratory Safety, Playground Safety, AEDs, Animals in the Classroom Safety, Fire Drills, Disaster Drills, Hazardous Waste, Indoor Air Quality, Suspicious Packages, White Fleet Safety, Bus Safety, Worker’s Compensation, Video Cameras, Alarm Systems, Sonitrol System Implementation and Raptor System Implementation

Source: Peer Survey.

**Exhibit 11-11**  
**Peer District Spring Independent School District**  
**Safety & Security Organization Excluding Police Department and Human Resources**



Source: Peer Survey

**RECOMMENDATION 11-1**

LCISD should reorganize the safety and security function. Similar to the peer school districts, hire a safety & security director and safety coordinator.

**FISCAL IMPACT**

As indicated in Chapter 1, the District Organization Chapter, the 2015-2016 Texas Academic Performance Report shows that LCISD reported an average annual salary for central administration positions totaling \$140,428 and an average annual salary for professional support positions totaling \$64,152. The district’s fringe benefits rate is 18 percent. One position would be  $\$140,428 \times 1.18 = \$165,705$  and the professional support position  $\$64,152 \times 1.18 = \$75,699$ . The potential fiscal impact is included in the Chapter1 fiscal impact, and thus excluded from this chapter.

## **ANTICIPATING TOMORROW**

LCISD should consider the benefits of its own police force in the district. Conroe ISD, with an enrollment of 58,014 students in 2015-2016, is one of the future peer school districts selected for comparison to LCISD given the District's projected growth over the next 10 years. Since 1989, Conroe ISD has employed its own commissioned police force. In future years, the school resource officers may not have the capacity to operate a larger school district and the cost benefit should be analyzed annually.

In addition, LCISD should consider additional staffing in the safety and security function in future years. Another future peer school district is Lewisville ISD. This future peer safety and security organization includes a safety and security director, two safety and security coordinators, and two safety and security specialists.

### ***Operations***

#### **OBSERVATION 11-2**

**The district lacks an annual safety and security training plan.**

Records are not maintained tracking the safety and security training required and completed by key staff involved in safety and security. Principals indicate that there is some online training, but it has been years since there was personal training to allow for interactive questions and discussions. Some principals stated that they have had active shooter drills and some say they have not. The majority of the training records provided to the review team consisted of incident command system training in 2014 and prior years.

#### **RECOMMENDATION 11-2**

**The assistant director of employee services and risk management should collaborate with the outside consultant to develop annual safety and security training plans and monitor compliance with the training plan.**

#### **FISCAL IMPACT**

Online training courses are available in conjunction with the current outside consultant services. No additional fiscal impact is deemed appropriate.

## **ANTICIPATING TOMORROW**

As the District grows, so will the challenges with safety and security. As board policy requires district employee training in responding to an emergency, safety and security management should ensure that comprehensive training is ongoing.

### ***Operations***

#### **OBSERVATION 11-3**

**LCISD lacks adequate safety and security planning to address district-wide needs.**

Goal six of LCISD's 2016-2017 District Improvement Plan is to address issues that enhance school climate thereby creating strong, safe, drug-free and disciplined schools. The underlying objectives do not refer to specific safety and security issues. The review team observed various areas lacking in safety and security measures.

- The district has open campuses and little or no fencing. This allows the community to freely walk onto the playgrounds and other areas. Some exterior doors remain unlocked to allow students access from outside buildings.

- At George Ranch High School, as the SRO escorted the consultant to the field house, we observed that no one had locked the exterior door to the building leading to the field house which should be opened and locked before and after each class period.
- Although the Raptor system is used for visitors, there is no formal sign out process.
- Schools inconsistently have signs indicating to sign in at the administration office and signs regarding firearms. At George Ranch High School, a visitor can enter the administration office with the Raptor system and then bypass the administrative staff and walk through two different doors into the main hallway.
- Some door windows are covered, which violates fire safety codes. Since doors must be locked from the outside, teachers generally leave doors locked.
- Security camera installations and other equipment require additional planning and monitoring.
  - Although a new camera system was recently installed, two principals indicated that sometimes the video skips and they have had incidents which were not recorded.
  - There are some blind spots reported at some schools and insufficient cameras in some locations.
  - The angle and views from some cameras is not on the optimum location.
- Two fire extinguishers in the natatorium were excluded from the annual 2016 inspections and had not been inspected/serviced since 2014.

In addition, principals completed a safety and security survey and expressed various concerns as shown in **Exhibit 11-12**.

**Exhibit 11-12**  
**LCISD Principals Safety and Security Survey**

1. What are your concern/issues with Safety and Security?	2. Do you have adequate training for fire and lockdown and other drills?	3. Are you trained for an active shooter drill?
<b>Elementary Schools</b>		
Safety w/doors opening to out from the [??] A child can easily open a door and go outside with no alarms going off.	We train the staff.	We talked about it but not no training has been provided
Additional trainings on a regular basis; would like personalized training plans per campus. Crosswalks and crossing guards are a huge concern – cannot find anyone to take the job. [XXX] district help w/this.	Yes	No
Need more cameras that see hallways, playgrounds; Security guard needed on all campuses	Yes. But would like police/security to walk my campus with me to make sure we have an adequate plan in place.	No
We have added locked doors that require a code to get into the main building. This forces parents to come into office to register.	We know what to do in these drills.	No
No way to lock any of our outside doors	Yes, but I feel that's only because I was a district crisis team trainer so my experience is better than most.	No-the only training/information that's ever been provided was a video during crisis training 8 or so years ago.
None but would like key cards and security guard.	Yes but I had to design my own fire and bad weather maps.	Yes in FBISD.

1. What are your concern/issues with Safety and Security?	2. Do you have adequate training for fire and lockdown and other drills?	3. Are you trained for an active shooter drill?
Concerned about the safety of students walking from the far portables.	We have a handbook; however, clarification of some areas would...	Only if a "lockdown" drill counts as this.
1) It would be nice to have a front door bell to use during the summer so the door can be locked; 2) Two employees are needed at the front desk all the time; 3) Officer to assist with drop off and pick up. Parents u-turn in the middle of the streets.	Yes our crisis team is well trained and we debrief after each training session.	Yes. When I first came to LCISD I was trained in several sessions on campus safety. Would be good to have a review session.
The front door remains unlocked throughout the day. Anyone could walk in the front door.	Yes	No
Portables – not having a good system for the key card. It doesn't work most of the time. Need a security guard. We have issues and no one to respond. When you need to get a student from the portable there is no one who can do that.	Fire-yes; lockdown-no. We need...	No
We just added a fence to the perimeter of the building/portables w gates. I would like more security at front entrance of building.	Yes	We have been trained by video, but not face to face training
No	Yes	Yes
The front doors are always unlocked. I think we need a safety switch to allow people in and out of the building	I think it is time for refreshers	Yes but we need a refresher
The district has been supportive in this area	Yes but training has not been provided in several years	No
Blank	Yes	Trained?
Portables – lights. Keeping them safe with locked doors yet not locking kids out; crazy parents-need security officer; crossing guards-issue to find and keep; no subs; Parents do not listen to staff or crossing guards; Traffic issues-parents drop off kids to run across-staff is left to deal w/traffic on their own	No training but we do know how to do this; Fire Maps - Evacuation Maps - done on campus the best we could	Years and years ago
Anyone can walk in the front door and enter the building from the office. Portables, playground – out in open. Not enough cameras to see all areas of building inside and out.	Somewhat	No
I feel this needs to be a separate department to provide guidance to campus level staff	No my experience in a large school district has been very helpful for me in LCISD	Yes
Where I am located is on a very busy road is concerning, but out of anyone's control.	I don't think you could ever have enough when you are responsible for 940 + kids and almost 100 staff members.	Not really. We discuss this often as a campus (safety team, SB?????) but no formal training
<b>Middle Schools</b>		
Our front entry needs an exterior buzzer for entry; some does don't catch unless you push. No alarm system.	No, I think we need the federal operations trainings.	No



1. What are your concern/issues with Safety and Security?	2. Do you have adequate training for fire and lockdown and other drills?	3. Are you trained for an active shooter drill?
Could use a couple more cameras-just found a few new blind spots. Refreshers on campus safety plans and time to collaborate w/other campuses	Yes	Yes
We need keyless entry. Teachers need to be able to lock doors from inside the classroom.	Yes	Yes
None. I conduct weekly S&S meetings.	Yes	Yes
<b>Junior High Schools</b>		
Lack of appropriate lighting in the parking lot	As a district, there is a generic Emergency Operations Plan. I would like to see drill preparation from professional emergency response groups – Police/Fire/Emergency Management	Other than lock down procedures and information provided by the district
N/A	Web-based	Yes
My staff and officers do an excellent job in this area. Need alarm system.	No. District has not had training in more than 3 years.	District has not. Yes I am personally trained...
Entrance in my building is not secure, just got approved a buzzer but still leaves my library and front office exposed. Security officers are ok, just got an SRO officer back on my campus after a year not having one.	I don't know that I've ever sat through a training on either, just have done what has been done	No
None	We could benefit from training to refresh our memory on things. Principal and A.P. training	We know what to do. We have not have had formal training in 2 to 3 years.
<b>High Schools</b>		
None	Yes	Yes-staff development
Raptor systems checks all guests to school. Our SRO and security teams are very helpful in keeping our campus safe. Cameras around the building and parking lot are great!	We have fire and lock down drills monthly. Students and teachers take all emergency drills seriously	Yes we have a school wide procedure in place for a shooter
Campus could use an additional security officer	Yes	Yes

Source: LCISD Principals Survey, February 2017.

**RECOMMENDATION 11-3**

The assistant director of employee services and risk management and director of Operations should collaborate to maintain a safety committee to address district-wide needs and recommendations. The Committee should submit monthly reports to the superintendent and cabinet members to ensure that issues are properly reported and monitored.

**FISCAL IMPACT**

This recommendation can be implemented with existing resources.

## ANTICIPATING TOMORROW

As the district grows, so will the need for strategic planning regarding safety and security. The district should maintain the Safety Committee to ensure that such planning continues.

### OBSERVATION 11-4

**Safety and security policies are not enforced to ensure that emergency operations plans, evacuation drills, and inspections are inconsistently updated, performed, and documented.**

The review team found that updates to the emergency operations plans for 2016-2017 had not been completed as of January 2017; some schools do not perform the minimum number of required fire and other drills; and inspection records indicate that some safety and security equipment including fire alarms, sprinklers, and fire extinguishers were not inspected during the annual June 2016 inspection.

#### A. EMERGENCY OPERATIONS PLAN (EOP)

During the review team’s onsite visit in February 2017, most schools were still submitting updates to the 2016-2017 emergency operations plan (EOP). From 2009 to 2012, *Visual Imagry* (VI) received 100% of schools’ updates for their web-based EOPs. VI tracked the EOP returns and between 2013 and 2016. The results are summarized in **Exhibit 11-13**.

**Exhibit 11-13**  
**Summary of EOP Updates Provided by Schools**

	2013-2014	2014-2015	2015-2016	2016-2017 January 2017
<i>Percent of EOPs updated</i>	94.4%	88.5%	51.4%	
<i>Number of schools lacking updates</i>	1 high school, 1 middle school and 1 elementary school did not provide the information to update their web-based EOPs	2 high schools, 1 middle school and 2 elementary schools did not provide the information to update their web-based EOPs	4 high schools, 1 middle school, 2 junior high schools and 8 elementary schools did not provide the information to update their web-based EOPs	EOP updates are still being collected and updated

*Source: Visual Imagry, Inc., LCISD School Safety First Report, January 14, 2017.*

The following additional observations occurred regarding the status of the district’s EOPs.

- The EOP Record of Changes shows the change number and date but does not describe the specific updates made.
- The EOP provided for one school refers to the school’s 2010 enrollment which indicates that some schools may have not updated demographic information in their EOPs.
- The VI report indicates that there are 28 indexes that need to be created for LCISD’s EOPs including Annex D-Drill Requirements, Annex E-Evacuation, and Annex F-Fire Drill Form.

#### B. DRILLS

The drill records lacked consistency and verification of the minimum number of drills required annually. Section V.C. Operations of the EOP states that a school will plan for three drills (in addition to fire drills) and exercises during the school year. The state fire drill report states that a minimum of nine drills is needed, one per month for each month having 10 school days or more.

In addition, schools provided different forms to document the completed drills. Most provided an unsigned drill log and a few provided the Texas Department of Insurance Fire Drill Report. A summary of the drills reported is shown in **Exhibit 11-14** which indicates that the following:

- In 2015-2016, the number of drills per school ranged from three to 10 per school year instead of the minimum 10 drills.
- At least five drills should have occurred from the beginning of the school year 08/2016 through 01/2017. Some schools reported only two to four drills during this period. A few reported nine or ten indicating that the annual schedule was provided instead of the completed drills.
- Some schools did not conduct lockdown, bad weather, or evacuation drills.

**Exhibit 11-14**  
**Summary of the Number of Drills Performed by School for**  
**Fiscal Years 2015-2016 and 2016-2017**

Campus	Fire and Emergency Drill Log 2015-2016	Fire and Emergency Drill Log 08/2016- 01/2017	Shelter In Place 2015-2017	Lockdown 2015-01/17	Bad Weather 2015-01/17	Evacuation 2015-01/17	Duck and Cover 2015-01/17
Adolphus Elementary	10	4	1	2	1	1	0
Arredondo Elementary	9	5	0	1	0	0	1
Austin Elementary	9	5	0	1	0	0	2
Beasley Elementary	8	5	0	2	3	0	0
Bentley Elementary	Log not provided	&	2	1	0	1	2
Bowie Elementary	Log not provided	5	0	1	0	0	0
Briscoe Jr. High	4	2	2	0	0	0	1
Campbell, Bess Elementary	9 *	5 *	1	1	1	0	1
Dickinson Elementary	9	&	2	4	0	0	4
Foster High	8	4	0	0	0	0	0
Frost Elementary	7 *	5	0	2	0	0	1
Fulshear High	Log not provided	4	0	0	0	0	0
George Jr. High	9 *	5	0	1	0	1	0
George Ranch High	6 *	5	1	3	0	0	0
Hubenak Elementary	9	&	4	4	4	1	4
Huggins Elementary	9	4	0	1	0	0	3
Hutchison Elementary	9	5	1	2	0	0	3
Jackson Elementary	10	&	2	2	0	0	2
Jane Long Elementary	9	&	2	4	2	2	2
Lamar High	9	5	2	2	0	2	2
Lamar Jr. High	5	3	0	4	0	0	3

Campus	Fire and Emergency Drill Log 2015-2016	Fire and Emergency Drill Log 08/2016- 01/2017	Shelter In Place 2015-2017	Lockdown 2015-01/17	Bad Weather 2015-01/17	Evacuation 2015-01/17	Duck and Cover 2015-01/17
Leaman Jr. High	Log not provided	5	1	1	0	0	1
Lindsey Elementary	Log not provided	Log not provided					
McNeill Elementary	3	5	4	3	0	1	4
Meyer Elementary	Log not provided	4	0	4	0	0	1
Navarro Middle	4	3	2	4	0	2	1
Pink Elementary	9	&	2	2	0	0	0
Polly Ryon Middle	9	5	1	2	1	0	1
Reading Jr. High	Log not provided	Log not provided					
Seguin Elementary	10 *	Log not provided	5	5	0	5	5
Smith Elementary	3	&	1	2	0	0	0
Tamaron Lakes	Log not provided	Log not provided					
Taylor Ray Elementary	10	&	4	4	0	0	4
Terry High	4	&	1	1	0	1	1
Thomas Elementary	10	5	1	3	2	0	1
Travis Elementary	5	4	1	1	0	0	1
Velasquez Elementary	10	4	2	3	0	2	2
Wertheimer Middle	Log not provided	&	0	2	0	0	1
Wessendorf f Middle	9	&	2	2	0	2	2
Williams Elementary	Log not provided	Log not provided					

Source: LCISD, January 2017.

\* School provided the Texas Department of Insurance Fire Drill Report for the applicable school year.

& Number of drills listed on the log exceeded six; appears to be the drill schedule for the year instead of actual drills completed.

**C. FIRE ALARM, FIRE SPRINKLER, AND FIRE EXTINGUISHER INSPECTIONS**

The records provided for fire alarm, fire sprinkler and fire extinguisher inspections indicate that inspections were not informed for all district facilities. In addition, some facilities have both fire and intrusion alarms and some do not as shown in Exhibit 11-15.

**Exhibit 11-15  
Summary of 2016 Fire Alarm, Fire Sprinkler and Fire Extinguisher Inspections**

Location	Date Installed			Fire Alarm Inspection Completed in June 2016?	Fire Sprinkler Inspection Completed in June 2016?	Fire Extinguisher Inspection Completed in June 2016?
Adolphus Elementary	2014	Fire	Intrusion	Yes	Yes	Yes
Alternative Learning Center	2011	Fire	Intrusion	Yes		Yes
Arredondo Elementary	2015	Fire	Intrusion		Yes	Yes
Austin Elementary	1990	Fire	Intrusion	Yes	Yes	Yes
Beasley Elementary	1985	Fire	n/a		Yes	Yes
Bentley Elementary	2017	Fire	Intrusion			
Bowie Elementary	2006	Fire	Intrusion	Yes	Yes	Yes
Campbell Elementary	2000	Fire	Intrusion		Yes	Yes
Dickinson Elementary	1993	Fire	Intrusion		Yes	Yes
Frost Elementary	2000	Fire	Intrusion		Yes	Yes
Hubenak Elementary	2009	Fire	Intrusion	Yes	Yes	Yes
Huggins Elementary	1979	Fire	Intrusion	Yes	Yes	
Hutchinson Elementary	2005	Fire	Intrusion		Yes	Yes
Jackson Elementary	1997	Fire	Intrusion	Yes	Yes	Yes
Long Elementary	2003	Fire	n/a		Yes	Yes
Long Gym	2003	Fire	n/a			
McNeill Elementary	2008	Fire	Intrusion		Yes	Yes
Meyer Elementary	2003	Fire	Intrusion	Yes	Yes	Yes
Pink Elementary	1997	Fire	Intrusion		Yes	Yes
Ray Elementary	2006	Fire	n/a		Yes	Yes
Seguin Elementary	2003	Fire	Intrusion		Yes	Yes
Smith Elementary	2003	Fire	n/a		Yes	Yes
Thomas Elementary	2009	Fire	Intrusion		Yes	Yes
Travis Elementary	2003	Fire	n/a		Yes	Yes
Velasquez Elementary	2006	Fire	Intrusion		Yes	Yes
Williams Elementary	1997	Fire	n/a	Yes		Yes
Navarro Middle	1987	Fire	n/a		Yes	Yes
Ryon Middle	2014	Fire	Intrusion		Yes	Yes
Wertheimer Middle	2008	Fire	Intrusion		Yes	Yes
Wessendorff Middle	1997	Fire	Intrusion		Yes	Yes
Briscoe Junior	2001	Fire	n/a		Yes	Yes
George Junior	2003	Fire	n/a		Yes	Yes
Lamar Junior	2003	Fire	Intrusion		Yes	Yes
Reading Junior	2010	Fire	Intrusion		Yes	Yes
Foster High	2001	Fire	n/a		Yes	Yes
Foster Fid.Hse.	2001	Fire	n/a		Yes	
George Ranch High	2010	Fire	Intrusion		Yes	Yes
George Ranch Fld.Hse.	2010	Fire	Intrusion		Yes	

Location	Date Installed			Fire Alarm Inspection Completed in June 2016?	Fire Sprinkler Inspection Completed in June 2016?	Fire Extinguisher Inspection Completed in June 2016?
Lamar High	2003	Fire	Intrusion	Yes	Yes	
Lamar Fld.Hse.	2003	Fire	n/a	Yes	Yes	Yes
Terry High	2005	Fire	n/a		Yes	Yes
Terry Audit.	2005	Fire	n/a			Yes
Terry Fld.Hse.	2005	Fire	n/a		Yes	Yes
<b>Other Facilities</b>						
Athletic Admin.	2008	Fire	n/a	Yes		
Brazos Crossing Admin.	1988	Fire	n/a			Yes
Dev. Center	2003	Fire	Intrusion	Yes		Yes
Gilbane – JH Office (2)	2002	Intrusion	n/a			
Gilbane – Stadium Office	2002	Intrusion	n/a			
LCISD Laundry	2015	Intrusion	n/a			
Maintenance	2011	Fire	n/a		Yes	Yes
Natatorium	2011	Fire	Intrusion	Yes		
Natatorium – LCISD	2015	Fire	Intrusion		Yes	Yes
Satellite Transportation	2013	Fire	Intrusion	Yes	Yes	Yes
Special Needs	2006	Fire	Intrusion		Yes	Yes
1621 Place		Intrusion	n/a			Yes
Baseball Complex		Fire	n/a	Yes		Yes
Transportation center					Yes	
Admin Annex						Yes
AG Barn						Yes
Distribution CTR						Yes
Powell Point Elem						Yes
Tech Center						Yes

**RECOMMENDATION 11-4**

The superintendent should require management to enforce safety and security policies to ensure that plans, drills, and inspections are done on a timely basis and proper documentation is maintained. Building managers should be assigned to ensure that inspections in their respective buildings are completed timely.

**FISCAL IMPACT**

This recommendation can be implemented with existing resources.

**ANTICIPATING TOMORROW**

As the district grows, so will the need to routinely monitor and inspect safety and security equipment.

***Policies and Procedures***

**OBSERVATION 11-5**

**LCISD lacks comprehensive safety and security policies and procedures.**

While some policies are understood, documented policies and procedures are not maintained to ensure that management’s expectations are known and staff understand their role and responsibilities regarding safety and

security. There are not any policy and procedures for annual safety and security assessments. Policy provides authorized guiding principles for daily decision-making while procedures define the tasks to perform. Clear policies and procedures may also minimize the district's liability and risk.

#### **RECOMMENDATION 11-5**

**The assistant director of employee services and risk management and director of Operations should collaborate to maintain a safety committee to develop, obtain approval, and distribute policies and procedures to applicable employees.**

#### **FISCAL IMPACT**

This recommendation can be implemented with existing resources.

#### **ANTICIPATING TOMORROW**

As the district grows and employees leave the district, it will be imperative to provide clear instructions on how to maintain a safe and secure environment. Current and comprehensive policies and procedures should be maintained.

#### **OBSERVATION 11-6**

##### **LCISD lacks safety and security reporting requirements.**

The district lacks monthly management reports from the school resources officers, assistant director of employee services and risk management, and director of operations regarding safety and security accomplishments, incidents, compliance with regulations and safety requirements, and any corrective actions in progress. Periodic status reports are not generated to monitor that EOPs, drills, inspections are completed and documented on a timely basis. In addition, statistical data assists in analyzing the key challenges that the security force faces. Such information is typically available on demand, however, the SRO's database system had been recently replaced and prior years' records of the number and type of incidents were no longer available.

#### **RECOMMENDATION 11-6**

**The superintendent and cabinet should determine the level of safety and security reporting needed to assess the district's compliance with safety and security requirements and to provide comprehensive incident reports.**

#### **FISCAL IMPACT**

This recommendation can be implemented with existing resources.

#### **ANTICIPATING TOMORROW**

As the district grows, timely communication and notifications of safety and security accomplishments and issues will become more essential. Reporting requirements should be documented and enforced.

#### **ANTICIPATING TOMORROW – OTHER TOPICS**

All areas having future impact were addressed beneath each recommendation. The review team's perspectives on the future implications of our observations for LCISD's safety and security function were provided after each recommendation in this chapter.

**FISCAL IMPACT SUMMARY**

RECOMMENDATION		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	TOTAL 5-YEAR (COSTS) OR SAVINGS	ONE TIME (COSTS) OR SAVINGS
<b>CHAPTER 11: SAFETY AND SECURITY</b>								
<b>11-1</b>	Reorganize the safety and security function.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>11-2</b>	Develop annual safety and security training plans and monitor compliance with the training plan.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>11-3</b>	Maintain a Safety Committee to address district-wide needs and recommendations.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>11-4</b>	Require management to enforce safety and security policies to ensure that plans, drills, and inspections are done on a timely basis and proper documentation is maintained.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>11-5</b>	Develop, obtain approval, and distribute policies and procedures to applicable employees.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>11-6</b>	Determine the level of safety and security reporting needed to assess the district's compliance with safety and security requirements and to provide comprehensive incident reports.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CHAPTER 11</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>