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## **15.0 SAFETY AND SECURITY**

This section of the report reviews the overall safety and security functions for Hillsborough County School District and is organized as follows:

- 15.1 Safety Program
- 15.2 Security

Throughout the United States, violence and crime have found their way into public schools. A primary objective for school districts is to provide a safe and secure learning environment for students and an accident-free environment for its employees and visitors. To provide such an environment, safety and security programs must be interactive and include elements of prevention, intervention, and enforcement. For example, the predominant mission of a security program is to provide a deterrent to crime and violence and react quickly to prevent unnecessary harm (prevention and enforcement). A school safety program is designed to minimize on-the-job incidents, resulting in more healthy employees and fewer workers' compensation claims for the district (prevention). Intervention programs include discipline management and alternative learning away from the regular classroom.

The success of a safety and security program is best measured by the perception of safety by students, employees, parents, and members of the community. Crime or incident statistics, while useful in allocating resources, do not necessarily measure performance in this area, because not all incidents are reported. An increase in the number of incidents may reflect a growing crime problem or it might represent an improvement in reporting, or both. Consequently, measuring the public's perception of safety is important in managing safety and security.

Usually, parents with children in public schools believe their own children's schools are safer than schools in general; while adults without children overwhelmingly perceive violence in public schools to be a problem. There are two factors that contribute most to this perception. First, parents who see their children come home unharmed each day during the school year typically believe schools are safe. Second, the perception of adults without children in public schools is based primarily on what they read or hear in the media, which is unlikely to report that the overwhelming majority of students come home safely each day. This perception problem is a worthy challenge for district administrators who must manage a safety and security function based on perceptions of safety.

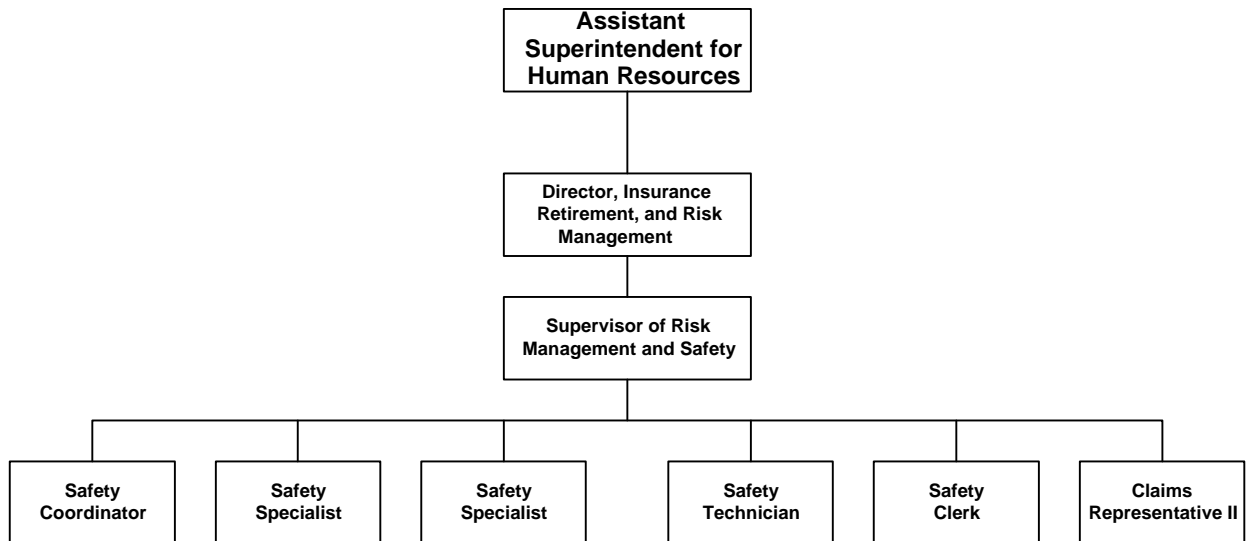
### **15.1 Safety Program**

#### **CURRENT SITUATION**

The Assistant Superintendent for Human Resources has overall responsibility for the Hillsborough County School District risk management function, which includes the safety program. The Director of Employee Benefits and Risk Management (also

referred to as the Director of Risk Management) is primarily responsible for administering the district's safety program. Exhibit 15-1 presents the current organization structure for the risk management function that includes the district's safety program.

**EXHIBIT 15-1  
ORGANIZATIONAL CHART  
RISK MANAGEMENT FUNCTION INCLUDING SAFETY PROGRAMS  
IN THE HILLSBOROUGH COUNTY SCHOOL DISTRICT**



Source: Hillsborough County School District, 1997.

Safety coordinators and specialists are responsible for assisting the Director of Risk Management with developing, implementing, coordinating, and promoting a comprehensive safety training program for Hillsborough County students.

The district's *Guidebook of Policies and Procedures*, Policy G-49.2 is the formal authority delegating the responsibility for developing, implementing, directing, and evaluating the district's safety program outlined in the Occupational Safety and Health Program manual approved by the School Board February 20, 1996.

The Director of Risk Management also chairs the District Safety Committee. The District Safety Committee is comprised of 27 members, including principals, school district administrators, supervisors and directors of various school district operations (e.g., Food Service, Transportation, and Maintenance departments), and members of the community. Objectives of the District Safety Committee include:

- providing a safe educational environment for the student population;
- providing a safe work place for district employees;

- providing safe facilities for use by the general public; and
- reducing property and liability losses.

The Risk Management Office currently provides the following safety training programs:

- new hire safety training in areas such as using fire extinguishers, lifting, and blood-borne pathogens;
- annual re-training of *all* employees related to occupational safety and health issues;
- job-specific safety training for custodians, grounds keepers, warehousemen; and
- respiratory protection.

Safety coordinators and specialists conduct Occupational Safety and Health Administration (OSHA) inspections for facilities throughout the district. Maintenance personnel in the Facilities Compliance Department conduct fire inspections, hazardous materials inspections, and indoor air quality inspections (See Chapter 9 for discussion of duplicate functions performed by both Risk Management and Facilities Compliance).

Risk Management is also responsible for directing requests for crossing guards to the Hillsborough County Sheriff who determines if they are needed. The Hillsborough County Sheriff is responsible for administering the crossing guard program under the authority of Hillsborough County Ordinance #86-36, which established a school crossing guard in the county in December 1986. The ordinance provides that 75 percent of the civil penalties received by a county court for non-criminal traffic violations in the county will be used to fund the school crossing guard program.

Since the Hillsborough County Sheriff is responsible for hiring and compensating all school crossing guards, it is equally responsible for providing safety training. Under Section 234.302, Florida Statutes, each local government entity administering a school crossing guard program must provide a training program for school crossing guards according to uniform guidelines for the training of school crossing guards adopted by the Department of Transportation.

## **FINDING**

Interviews with district personnel revealed that the district does not have a formal, long-term, coordinated strategy to address safety training throughout the district. Long-range goals, objectives, and action plans have not been developed as part of an overall strategic planning effort. For example, the Director of Risk Management included much more could be done in terms of developing more safety programs to prevent crisis management situations. Moreover, the Maintenance Department is unclear as to whether technical training should be provided by specialists from within the department of staff from Risk Management.

**RECOMMENDATION**

**Recommendation 15-1:**

**Develop a formal, long-term, and coordinated safety strategy for the district.**

As part of a districtwide strategic planning effort, long-range goals, objectives, and action plans should be developed to address safety training throughout the district. The strategy and accompanying plans should specifically address the direction of safety training, type of training envisioned, and roles and responsibilities for providing such training.

**IMPLEMENTATION STRATEGIES AND TIMELINE**

- |                                                                                                                                                                                                                                                                                                                                                                            |                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| 1. The Assistant Superintendent for Human Resources should appoint a committee consisting of the Director of Employee Benefits and Risk Management, the Director of Maintenance, the Director of Facilities Compliance, the Director of Transportation, campus principals, and teachers to review the performance of existing safety programs and related safety training. | Summer 1997                      |
| 2. The committee should compare the results of this review to exemplary safety programs in other school districts around the country.                                                                                                                                                                                                                                      | Fall 1997                        |
| 3. The committee should develop a long-term strategy, with an accompanying plan, for enhancing safety and related training to ensure the safety of Hillsborough County students and employees.                                                                                                                                                                             | December 1997                    |
| 4. The board should review and approve the strategy.                                                                                                                                                                                                                                                                                                                       | January 1998                     |
| 5. The Assistant Superintendent for Human Resources should periodically report on performance and attainment of goals and objectives to the board.                                                                                                                                                                                                                         | June 1998<br>annually thereafter |

**FISCAL IMPACT**

This recommendation can be implemented with existing resources.

**FINDING**

In 1995-96, two inspectors in the Facilities Compliance Department conducted fire safety inspections for 202 district-owned facilities. The inspectors identified 23,348 deficiencies, of which 17,294 or 77 percent have been corrected. Because of the volume of data collected during the inspections, inspectors developed a computer software program that tracks the status of all fire safety inspections for district facilities. The model tracks deficiencies by location, type of deficiency, corrective action required,

number of times deficiency has been cited in the past, deficiencies corrected, and projected cost to correct outstanding deficiencies. At any time, the software can print summary reports to allow management to review the status of fire safety inspections.

## **COMMENDATION**

**Facilities Compliance is commended for developing a comprehensive computer software model to monitor compliance with fire safety.**

## **FINDING**

Indoor air quality is a critical environmental issue affecting workers' compensation claims filed by Hillsborough County School District employees. Indoor air quality is affected by various factors including temperature, humidity, moisture intrusion contributing to the growth of bacteria and mold, chemicals, and normal air pollutants (e.g., pollen, dust, bus and car exhaust, and mites). Based on interviews with Risk Management and Maintenance Department personnel, the district is concerned about the affect poor indoor air quality may have on future workers' compensation claims. As a result, the Director of Risk Management has established an "indoor air quality protocol" outlining how Risk Management is to handle calls related to indoor air quality complaints. Typically calls are received in the Risk Management Office and the Director sends someone out to the site to investigate the complaint. Depending on the severity of the situation, independent consultants may be hired by Risk Management to correct the problem.

Although an indoor air quality protocol for answering complaints has been established, consistent guidelines or standards related to preventing or resolving indoor air quality problems have not been developed.

## **RECOMMENDATION**

### **Recommendation 15-2:**

**Develop formal standards and guidelines related to improving indoor air quality.**

Formal standards and guidelines related to temperature control, types of flooring in moisture-prone areas, standard air handling for HVAC units, and chemicals used or stored in district facilities will improve indoor air quality. For example, carpeted floors in schools with moisture intrusion problems often cause bacteria or mold to form that contribute to poor indoor air quality. Construction standards requiring tile floors in moisture-prone areas will abate poor indoor air quality.

## **IMPLEMENTATION STRATEGIES AND TIMELINE**

1. The Director of Risk Management, in cooperation with the Director of Maintenance and the Director of Facilities Planning and Construction, should develop formal standards and guidelines related to improving indoor air quality. Summer 1997

2. The Director of Risk Management, with Assistant of the Directors of Facilities Planning and Construction and the Director of Maintenance, should draft formal standards and guidelines. September 1997
3. The Assistant Superintendent for Human Resources should review and approve the draft. September 1997
4. The Board should approve the indoor air quality standards and guidelines. October 1997
5. The standards should become a part to the facilities construction and maintenance guidelines and implemented. November 1997

### **FISCAL IMPACT**

This recommendation can be implemented with existing resources.

## **15.2 Security**

### **CURRENT SITUATION**

The Hillsborough County School District has its own security force that operates within the Security Services Department. The primary mission of the Security Services Department is to “protect and serve” the school community; focusing on protecting students and personnel, and preserving county-owned and privately-owned property throughout the district.

The Security Services Department provides security officers and law enforcement personnel 24 hours per day, seven days per week. Security Services Department personnel cover over 200 school district properties within 1,038 square miles and monitor communications, including over 900 fire and burglar alarm systems throughout the district. Security officers and law enforcement personnel routinely handle school and site disruptions, threats to school personnel, trespassers, and property damage. The Security Services Department personnel also investigate incidents of theft, vandalism, burglary, and alleged employee misconduct or criminal behavior. Moreover, the department provides specialized detection devices, surveillance capabilities, and general guidance to school personnel on safety and security measures and concerns.

Security personnel within the department are either State certified and commissioned police officers (18 persons) or are armed security officers possessing both Unarmed Guard ‘D’ and Statewide Firearm ‘G’ licenses (46 persons). Training courses are provided by both the department and outside agencies to ensure personnel maintain the proper proficiency and licensure requirements.

The Security Services Department is organized into two divisions: the Operations Division and the Support Division. The Operations Division is responsible for patrolling campuses and sites throughout the district, providing security for 23 fixed sites (e.g.,

ROSSAC Building), conducting internal affairs investigations, serving expulsion letters and providing security for disciplinary hearings, and collecting money from parents who have written checks to the district against insufficient funds, providing traffic control for the Magnet bus ramps, delivering employee notifications of suspension or termination, obtaining criminal report affidavits from local law enforcement agencies for arrested employees, and selected case investigation follow-up. The Support Division is responsible for planning and implementing the districtwide burglar alarm system; maintaining the communications system; supporting the Operations Division through fleet maintenance activities, fingerprinting, and training all security personnel; monitoring and reporting to campus principals students who have been arrested in Hillsborough County in accordance with Florida Statutes; and providing in-house network administration for the department's computer system.

The Security Services Department has budget authorization for a total of 76 full-time equivalent (FTE) positions in 1997-98. Exhibit 15-2 presents authorized positions and FTEs. Exhibit 15-3 presents the organization structure for the Security Services Department as proposed by the Superintendent for 1997-98.

**EXHIBIT 15-2  
SECURITY SERVICES DEPARTMENT  
AUTHORIZED POSITIONS AND FTES FOR 1997-98 BUDGET**

Authorized Position	FTEs
Director	1.0
Coordinator	2.0
Senior School Special Investigator	3.0
School Special Investigator	9.0
Security Officer	49.0
Communications Technician	6.0
Custodian	1.0
Office Staff	5.0
<b>Total</b>	<b>76.0</b>

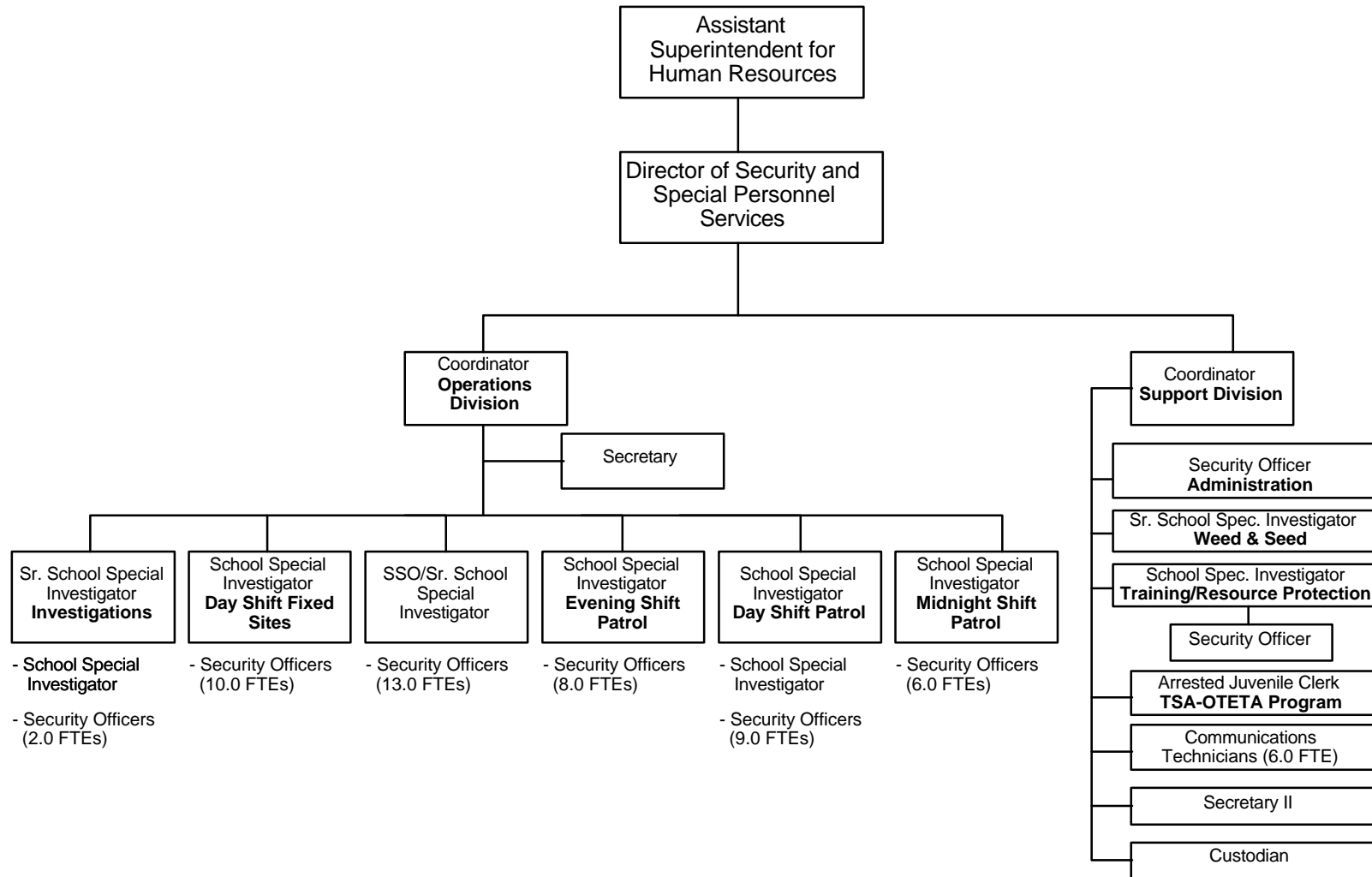
Source: Security Services Department, 1997.

The Security Services Department's expenditures over the past three fiscal years have averaged \$2.6 million. The department's budget for 1996-97 totaled \$2,675,736. Exhibit 15-4 presents a summary of actual expenditures for the Security Services Department over the past three fiscal years.

Actual expenditures for the Security Services Department increased approximately 33 percent between 1993-94 and 1994-95 because of increases in salaries, department patrol vehicles, and benefits, and professional services related to contract security officers funded by the Safe Schools program, which was implemented in 1994-95.

Exhibit 15-5 presents a summary of the department's 1996-97 budget.

**EXHIBIT 15-3  
SECURITY SERVICES DEPARTMENT ORGANIZATIONAL STRUCTURE  
PROPOSED BY SUPERINTENDENT FOR 1997-98**



Note: Positions referenced as Sr. or School Special Investigators are Supervisory Positions.

Source: Hillsborough County School District, 1997.



**EXHIBIT 15-4  
SECURITY SERVICES DEPARTMENT  
ACTUAL EXPENDITURES 1995-96, 1994-95 AND 1993-94**

	1995-96	1994-95	1993-94
Salaries and Benefits	\$2,460,133	\$2,431,478	\$2,051,422
Professional Services	210,401	211,581	0
Repairs and Maintenance	38,167	16,888	4,980
Gasoline-Automotive	16,802	11,566	0
Equipment	14,338	25,867	6,194
Vehicles	13,028	124,680	0
Other	55,348	86,482	130,299
<b>Total Expenditures</b>	<b>\$2,808,217</b>	<b>\$2,908,545</b>	<b>\$2,192,895</b>

Source: Hillsborough County School District Budget Department

**EXHIBIT 15-5  
SECURITY SERVICES DEPARTMENT  
1996-97 BUDGET**

Line Item	Amount
Salaries and Benefits	\$2,402,707
Professional Services	108,620
Other Purchased Services	73,863
Repairs and Maintenance	9,725
Utilities	13,696
Equipment	15,966
Other Material and Supply	11,787
Other	39,372
<b>Total Expenditures</b>	<b>\$2,675,736</b>

Source: Cost Center Summary by Site (3/3/97)

In addition to the Security Services Department, the district has implemented numerous security measures to improve security throughout the district. These measures include:

- identification cards for ROSSAC employees and visitors;
- fenced in campuses with limited access;
- campuses with gates that are padlocked nightly;
- motion detectors and door contacts placed in high risk areas (e.g., entrance/exits to buildings, cafeteria, media center, hallways) to signal alarms into the communications center of Security Services Department;
- a formal policy, documented in student handbooks, prohibiting possession of radios, tape recorders, paging devices, or cellular phones while attending school; and
- intercoms in some portable classrooms.

**FINDING**

Technology used by the Security Services Department to monitor and report incidents is out-of-date and not sufficient to enable the department to match security needs to manpower utilization and allocate resources in the most efficient and effective manner. Currently, the department's computer hardware is not capable of running computer-aided dispatch software that is essential to enable the department to deploy available manpower in the best possible way to serve the district. Moreover, the existing software will not generate custom management reports related to incidents, locations, number of calls, cost per incident, man hours per incident, and property damage lists.

The Security Services Department has a local area network (LAN) installed that has the following configuration:

- Tandy 80 486SX file server running at 33 MHz;
- 15 Tandy 386SX work stations with 4 MB of RAM, running at 25 MHz;
- Novell Netware, Version 3.1; and
- MS DOS Version 6.21.

The department's existing computer hardware is behind state-of-the art technology necessary to run Dispatch-Incident Tracking software necessary to upgrade the dispatch system. For example, 386SX work stations were first introduced in the late 1980s and current technology has evolved to Pentium workstations in 1997, at least seven generations.

The Director of Security has requested that budget resources be allocated to upgrading the department's technology. Because of limited budget resources, the Personnel and Human Resources Department is attempting to upgrade the Security Services LAN rather than replace it. The planned upgrade will be to a 486DX, 50 MHz computer that is still outdated and will not provide a workable solution to the department's management information requirements.

Additional steps have been taken by the department to identify workable, computer-aided dispatch solutions. In January 1997, a proposal to provide integrated Dispatch-Incident Tracking System software was received from a local vendor. The system has the functionality to:

- create an environment within the application for real-time tracking of active calls;
- show the activities of the entire department; available officers, officers enroute, and officers on the scene;
- allow printing of a "Daily Tracking Blotter" showing all incident activity and status;
- allow for integration into an annual reporting database storing additional information, including: arrest lists, suspect lists, property damage lists, received property lists, location, officer, incident number, etc.; and

- provide an integrated report generator that has the capability to create any subset of information stored in a database into a printable management report.

To fully optimize the recommended software solution, the vendor recommended that both the file server and work stations be upgraded to Pentium computers.

## **RECOMMENDATION**

### **Recommendation 15-3:**

#### **Upgrade existing computer technology in the Security Services Department.**

The Hillsborough County School District should allocate the resources to upgrade the computer technology in its Security Services Department. These resources should be included in the districtwide technology plan as a top priority. Upgrading the department's technology will facilitate on-line, real-time tracking and reporting of incidents and manpower utilization and result in a more efficient and effective use of security resources.

## **IMPLEMENTATION STRATEGIES AND TIMELINE**

1. The Director of Security and Special Personnel Services should revise the current departmental technology upgrade plan to reflect a move to Pentium-based computer Technology. July 1997
2. The Director of Security and Special Personnel Services should submit the revised plan to the Assistant Superintendent for Human Resources. July 1997
3. The Assistant Superintendent for Human Resources should present the technology upgrade plan for the Security Services Department to the Superintendent for approval. August 1997
4. The Superintendent should approve the plan. September 1997
5. The Assistant Superintendent for Human Resources, in cooperation with the Director of MIS, should give the Security Services Department computer technology upgrade top priority in the revised districtwide technology plan. September 1997

**FISCAL IMPACT**

The fiscal impact of this recommendation will be included with implementing the overall technology plan for the district in the Management Information Systems.

**FINDING**

The Security Services Department has supervisory positions for two separate daytime activities. One supervisory School Special Investigator is responsible for the Day Shift Patrol, has a School Special Investigator reporting to him, and supervisory responsibility for nine security officers. Another supervisory School Special Investigator is responsible for Day Shift Fixed sites, which includes supervising 10 security officers. The Security Services Department is responsible for 23 fixed sites, which are five-day per week security operations during the day in administrative buildings throughout the district. The Security Services Department has allocated two supervisory positions to administer security functions for daytime activities. Moreover, the School Special Investigator that supervises the day shift patrol has an additional FTE between the supervisory position and the nine security officers, constituting a “one-to-one” supervisory relationship and, therefore, unnecessary duplication of administrative functions.

**Recommendation 15-4:**

**Consolidate daytime patrol and fixed site functions under one daytime supervisor and eliminate the non-supervisory position for School Special Investigator for the day shift patrol.**

One supervisor should be responsible for both day shift fixed sites and day shift patrol functions. In addition, a School Special Investigator reporting to a supervisory School Investigator is an unnecessary duplication of supervisory responsibility, especially since it appears that the lower tier special investigator potentially supervises nine security officers.

**IMPLEMENTATION STRATEGIES AND TIMELINE**

1. The Director of Security and Special Personnel Services should consolidate Day Shift Fixed Sites and Day Shift Patrol under one supervisor and eliminate one supervisory position and the School Special Investigator reporting to the Day Shift Supervisory School Special Investigator. January 1998
2. The Assistant Superintendent for Human Resources should approve the consolidation of day shift functions and elimination of the non-supervisory School Special Investigator position. February 1998
3. The Superintendent should review and approve both the consolidation and the positions to be eliminated. March 1998

- |                                                                                                                                                     |            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 4. The Superintendent should present the consolidation and positions to be eliminated to the board for approval.                                    | April 1998 |
| 5. The Assistant Superintendent for Human Resources should change the organizational chart and eliminate the positions for the 1998-99 budget year. | June 1998  |

**FISCAL IMPACT**

The salary for a School Special Investigator is \$35,795 before benefits. With a 32 percent fringe benefits rate, eliminating one supervisory position will save the district \$47,249 (\$35,795, plus \$11,454 in benefits calculated at 32 percent of salary cost). The salary for a non-supervisory School Special Investigator for the Day Shift Patrol is \$26,749 before benefits. With a 32 percent fringe benefits rate, eliminating the non-supervisory School Special Investigator position will save the district \$35,309 (\$26,749, plus \$8,560 in benefits calculated at 32 percent of salary cost). The total annual recurring cost savings is \$82,558.

Recommendation	1997-98	1998-99	1999-2000	2000-01	2001-02
Consolidate Security Functions and Eliminate Positions	----	\$82,558	\$82,558	\$82,558	\$82,558

**FINDING**

The Hillsborough County School District has 76 FTE positions authorized for the Security Services Department in its 1997-98 budget. Of these positions, 64 FTEs are for security officer positions (including the chief and two captains) and another 12 FTEs are for six communication technicians, five clerical staff, and one custodian. Eight positions are currently vacant—seven security officers and one secretary. Even with the current vacancies and limited technology, the department continues to provide adequate to outstanding security for the entire district. This is supported by responses to MGT’s survey of administrators, principals, and teachers conducted during January 1997. Seventy-four (74) percent of administrators, 83 percent of principals, and 41 percent of teachers perceived law enforcement and security to be adequate to outstanding. This perception is further supported when comparing the perceptions of administrators and teachers in the Hillsborough County School District to administrators and teachers in other districts. Seventy-eight (78) percent of administrators (combining principals and central administrators) in Hillsborough County School District perceived law enforcement and security to be adequate to outstanding, while 54 percent of administrators in other districts (i.e., Alachua, Fairfax, Grand Prairie, Jefferson, St. Mary’s, San Diego, Seguin, and United) perceived law enforcement and security in their districts to be adequate to outstanding.

Benchmark comparisons to peer districts in Florida and Virginia revealed that the Hillsborough County School District has more than adequate security coverage for the number of square miles and facilities covered. Exhibit 15-6 presents peer district comparisons for two benchmarks: the amount of square miles and the number of facilities covered by security personnel.

**EXHIBIT 15-6  
PEER DISTRICT COMPARISONS FOR SECURITY BENCHMARKS**

<b>Benchmark</b>	<b>Dade County School District</b>	<b>Broward County School District</b>	<b>Hillsborough County School District</b>	<b>Fairfax Co. (Virginia) Public Schools</b>	<b>Duval County School District</b>	<b>Average without Hillsborough County</b>
Square Miles	2,054	1,196	<b>1,038</b>	399	835	<b>1,121</b>
Facilities	312	218	<b>200</b>	201	157	<b>222</b>
Security/Police Officers	134	23	<b>70</b>	32	18	<b>52</b>
Square Miles per Security/Police Officer	15.3 miles	52.0 miles	<b>14.8 miles</b>	12.5 miles	46.4 miles	<b>21.6 miles</b>
Facilities per Security/Police Officer	2.3	9.5	<b>2.9</b>	6.3	8.8	<b>6.7</b>

Source: Survey conducted by Hillsborough County School District Security Services Department in 1995-96 and telephone interviews.

As presented in Exhibit 15-6, the Security Services Department in the Hillsborough County School District covers eight percent less square miles and 10 percent less facilities than the peer district averages of 21.6 square miles and 6.7 facilities per security officer. The comparative data appear to indicate that, at current authorized position levels, the Security Services Department has more than adequate coverage for a security department serving a district the size of the Hillsborough County School District, and probably has more security officer positions than actually needed.

Even with existing resources and an anachronistic computer system, the total number of incidents reported in the Hillsborough County School District has increased by only five percent (cumulative) between 1993-94 and 1995-96, with a decrease of five percent between 1993-94 and 1994-95, and an increase of 10 percent between 1994-95 and 1995-96. Exhibit 15-7 presents the number of incidents reported by the Security Services Department between 1993-94 and 1996-96.

**EXHIBIT 15-7  
INCIDENTS REPORTED BY SECURITY SERVICES DEPARTMENT  
1993-94, 1994-95, 1995-96**

<b>Incident</b>	<b>Percent Change from 1993-94 to 1995-96</b>	<b>1995-96</b>	<b>Percent Change from 1994-95</b>	<b>1994-95</b>	<b>Percent Change from 1993-94</b>	<b>1993-94</b>
Burglaries	-6%	309	-1%	313	-5%	329
Vandalism	-1%	856	+6%	809	-7%	868
Thefts	+46%	288	+52%	190	-4%	197
Arson	+70%	17	-11%	19	+90%	10
<b>Total</b>	<b>+5%</b>	<b>1,470</b>	<b>+10%</b>	<b>1,331</b>	<b>-5%</b>	<b>1,404</b>

Source: Security Services Department Annual Report for year indicated.

With such a nominal increase in incidents, the existing security force is providing sufficient coverage to prevent the occurrence of activities contributing to the destruction and pilfering of Hillsborough County School District property. Data show that, even before implementing computer technology that will improve the allocation and use of security resources, sufficient manpower is available to provide adequate to outstanding security services throughout the district.

**RECOMMENDATION**

**Recommendation 15-5:**

**Eliminate as many as five of the seven vacant positions for security officers.**

Even without implementing state-of-the-art computer-aided dispatch technology to improve the allocation of security resources, the Hillsborough County School District should eliminate at least five of the seven vacant positions. Two of the positions should remain because of security coverage necessary for fixed sites and potential absences. The savings from eliminating these positions could be used to upgrade computer technology.

**IMPLEMENTATION STRATEGIES AND TIMELINE**

- |                                                                                                                                            |             |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1. The Director of Security and Special Personnel Services should determine which of the security officer positions should be eliminated.  | July 1997   |
| 2. The Assistant Superintendent for Human Resources should approve the elimination of five of the seven vacant security officer positions. | July 1997   |
| 3. The Superintendent should review and approve the positions to be eliminated.                                                            | August 1997 |
| 4. The Superintendent should present the positions to be eliminated to the board for approval.                                             | August 1997 |
| 5. The Assistant Superintendent for Human Resources should eliminate the positions for the 1997-98 school year.                            | August 1997 |

**FISCAL IMPACT**

Entry level salary for Hillsborough County School District security officers is \$17,311 before benefits. With a 32 percent fringe benefits rate, each position eliminated will save the district \$22,850 (\$17,311, plus \$5,539 in benefits calculated at 32 percent of salary cost). Eliminating five of the vacant positions will produce annual, recurring cost savings of \$114,250 (\$22,850 x 5 positions).

<b>Recommendation</b>	<b>1997-98</b>	<b>1998-99</b>	<b>1999-2000</b>	<b>2000-01</b>	<b>2001-02</b>
Eliminate Five Security Officers	\$114,250	\$114,250	\$114,250	\$114,250	\$114,250

**FINDING**

The Security Services Department has significant employee turnover because of low entry level salaries. Base salaries for entry level positions for licensed security officers is significantly higher for both the Tampa Police Department and the Hillsborough County Sheriff's Department. Exhibit 15-8 presents base salaries for Hillsborough County School District, Tampa Police Department, and Hillsborough County Sheriff's Department.

**EXHIBIT 15-8  
BASE SALARIES FOR LOCAL LAW ENFORCEMENT/SECURITY ORGANIZATION  
AS OF JULY 1996**

<b>Law Enforcement/Security Organization</b>	<b>Base Salary</b>
Tampa Police Department	\$31,000
Hillsborough County Sheriff's Department	\$26,500
Hillsborough County School District Security Services Department	\$17,300

Source: Security Services Department, 1997.

As presented in Exhibit 15-8, security officers in the school district are paid 44 percent less than Tampa Police Department officers and 35 percent less than Hillsborough County Sheriff's Department officers. Because of the disparity in base salaries, some security personnel obtain the appropriate training from the Security Services Department and resign to accept employment with local police or corrections agencies for higher salaries.

The Director of Security and Special Services became alarmed when it was determined that, during the 19-month period between December 1994 and June 1996, 20 security officers resigned because of low salaries—an average of one security officer per month. Ten of the personnel resigning had less than one year of service to the Hillsborough County School District, five had less than two years, and five had less than three years of service. The cost of training the 20 employees averaged \$3,573 each, and included physical examinations, psychological examinations, licensing (class "G" and "D"), uniforms, handgun training, body vests, first aid and CPR certification, and salary cost during training.

The Director informed the Assistant Superintendent for Human Resources of the district's turnover in a memo dated July 1, 1996. In this memo, the Director expressed the need to examine alternatives for retaining quality employees and recouping some portion of the district's cost to train security personnel that leave prior to completing three years of service with the district. The memo recommended that all new security officers enter into a contract with the district to ensure that the Security Services



Department receive a minimum of three years service in return for the training provided. If the officer resigned prior to fulfilling the three-year commitment, the cost of training would be credited for the months of service rendered by the officer, with the balance payable to the Hillsborough County School District. For example, if a security officer resigned after one year of service, one-third of the \$3,573 training cost would be "earned" and credited, while the remaining two-thirds would be payable to the district. The Board approved this recommendation in August 1996.

**COMMENDATION**

**The district is commended for developing and implementing a three-year employment contract with entry level security officers to ensure that the Security Services Department receives a commitment of a minimum three years service in return for training provided by the district.**

**RECOMMENDATION**

**Recommendation 15-6:**

**Reduce employee turnover by phasing in salary increases for security officers over a three-year period.**

The Hillsborough County School District should use savings from eliminating vacant positions and upgrading technology to phase in salary increases over three years to a competitive level. The Director of Security and Special Personnel Services informed the review team that increases in base pay for entry level security officers will be competitive in the \$22,000-\$23,500 range.

**IMPLEMENTATION STRATEGIES AND TIMELINE**

- |                                                                                                                                                                             |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1. The Director of Security and Special Personnel Services should develop a plan to increase salaries to a competitive level over three years, beginning in 1998-99.        | September 1997 |
| 2. The Director of Security and Special Personnel Services should link savings from eliminating vacant positions and upgrading technology to the plan to increase salaries. | Fall 1997      |
| 3. The Assistant Superintendent for Human Resources and the Superintendent should review and approve the plan.                                                              | November 1997  |
| 4. The Board should approve the plan to increase security officers' salaries.                                                                                               | December 1997  |
| 5. The Assistant Superintendent for Human Resources, in cooperation with the Budget Director, should include salary for the first year in the 1998-99 budget.               | January 1998   |

**FISCAL IMPACT**

The fiscal impact for this recommendation is calculated based on increasing entry level base salaries for security officers to \$22,000 from \$17,300. This \$4,700 increase would be phased in over a period of three years, beginning in 1998-99. The fiscal impact is calculated as follows:

Total increase in base salary	\$4,700
Number of years to phase-in	÷ 3
Annual salary increment to be phased-in	\$1,566
Number of security officers earning minimum salary as of January 1997 (A)	x 26
Total annual salary cost	\$40,733
Multiply by 32 percent fringe benefits rate	x 1.32
Total annual salary and benefits cost	\$53,768

(A) From Security Services Department Personnel Roster as of 12/19/96

Recommendation	1997-98	1998-99	1999-2000	2000-01	2001-02
Increase Salaries for Security Officers	----	(\$53,768)	(\$53,768)	(\$53,768)	(\$53,768)

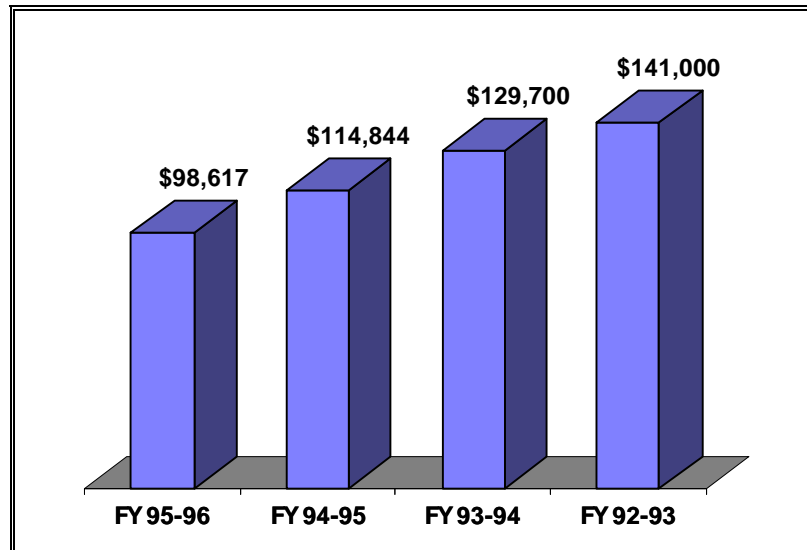
**FINDING**

The Security Services Department monitors 800-825 alarm panels at 200 sites throughout the district, 24 hours per day. Each school has as few as three and as many as 15 alarm control panels. Motion detectors, door contacts, and infrared photo-electric beams are used to signal intrusion alarms to the department's central communications center. Alarm technicians determine the validity of the signal and takes the appropriate action, which includes dispatching a security officer, dispatching local law enforcement (e.g., Tampa Police Department), dispatching the fire department, or notifying school personnel or administrators.

Since installing the alarm systems in the early 1980s when losses from burglaries totaled \$985,000, burglary losses have been reduced to \$98,617 in 1995-96. Exhibit 15-9 shows the steady decline of burglary losses since 1992-93.

As depicted in Exhibit 15-9, burglary losses have decreased 30 percent over the past four years, indicating that the district has an effective intrusion detection system that leading to rapid responses from the Security Services Department's Central Communications Center.

**EXHIBIT 15-9  
LOSSES FROM BURGLARIES IN THE  
HILLSBOROUGH COUNTY SCHOOL DISTRICT  
1992-93 THROUGH 1995-96**



Source: Security Services Department Annual Report, 1995-96

### COMMENDATION

The Security Services Department is commended for using sophisticated alarm systems to notify central security of building intrusions, thereby decreasing burglary losses.

### FINDING

There are approximately 1,700 portable classrooms in the Hillsborough County School District. During the diagnostic phase of the review, concerns were expressed by district administrators about the lack of alarm panels in most portables. Although uncertain, because data do not exist regarding the number of portables without alarm panels, the Director of Security and Special Personnel Services estimates that about 60 percent of portables (i.e., approximately 1,000) do not have alarm panels installed. As a result, the district is exposed to potential property losses from burglaries and vandalism in high-risk areas. For example, the *Tampa Tribune*, in its Thursday, January 23, 1997 issue reported the following story line: "Vandals hit 3 Hillsborough schools, stealing computers and other items." According to the article, Dickenson Elementary was the hardest hit of the three schools, with vandals stealing \$4,700-\$6,500 worth of computers, monitors, printers, software, and videocassette recorders. In this instance, the main building had an alarm system, but the property was stolen from classrooms on the wings extending out from the main hall, which had no alarm system. The same situation could occur with portables without alarm panels installed.

**RECOMMENDATION**

**Recommendation 15-7:**

**Conduct an inventory to identify portables without alarm systems and install alarm panels in those located in high-risk areas.**

An inventory should first be conducted to determine which portables are without alarm systems. Detailed records should be maintained by the Security Services Department identifying the location of all portables and whether or not alarm panels have been installed. Alarm systems should initially be installed in portables located in high-risk areas to avert potential monetary losses from burglaries and vandalism.

**IMPLEMENTATION STRATEGIES AND TIMELINE**

- |                                                                                                                                                                                                                                    |                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| 1. The Director of Security and Special Personnel Service, in cooperation with the Director of Planning and Construction, should dedicate appropriate resources from their respective staffs to conduct an inventory of portables. | July 1997               |
| 2. Staff from the Security Services Department, and the Planning and Construction Department, should conduct an inventory of portables to identify those without alarm systems.                                                    | Summer 1997             |
| 3. The Director of Security and Special Personnel Services should maintain a database (in spreadsheet format) of inventory results.                                                                                                | October 1997<br>Ongoing |
| 4. The Director of Security and Special Personnel Services should identify portables in high-risk areas without alarm systems.                                                                                                     | October 1997            |
| 5. The Supervisor of Purchasing should issue an invitation for bids (IFB) to install alarm panels in the portables identified.                                                                                                     | November 1997           |
| 6. The Supervisor of Purchasing should evaluate responses to the IFB, select the lowest bidder, and submit the recommended award to the board for approval.                                                                        | December 1997           |
| 7. The board should approve the vendor recommended to install the alarm panels.                                                                                                                                                    | December 1997           |
| 8. The alarm panels should be installed.                                                                                                                                                                                           | Winter 1998             |

**FISCAL IMPACT**

According to estimates prepared by the Director of Security and Special Personnel Services, alarm panels can be installed for \$500 per portable. Assuming approximately

1,000 portables do not have alarm systems and 15 percent are located in high-risk areas (approximately 150 portables), the total cost of installing alarm panels is \$75,000.

<b>Recommendation</b>	<b>1997-98</b>	<b>1998-99</b>	<b>1999-2000</b>	<b>2000-01</b>	<b>2001-02</b>
Install Alarm Panels in Portables in High-Risk Areas	(\$75,000)	----	----	----	----

**FINDING**

A document entitled *Security Services Department FY 1997 Goals*, dated January 31, 1997, lists specific goals for the Security Services Department to accomplish during 1996-97. Included in this document are specific goals for the Director of Security and Personnel Services to inquire as to the executive staff’s and Board’s opinion regarding video surveillance, and the department’s plans for random metal detection and random K-9 (i.e., trained dogs) drug detection to be used in schools. In the past, executive staff has been reluctant to use surveillance cameras and metal detection devices in campus facilities because of the perception of invasion of privacy.

In 1995-96, the department conducted a survey of the 16 largest school districts in the country to determine best practices in the area of metal detection devices used in campus facilities. A review of the survey results revealed that 12 of the 16 districts used hand-held metal detection devices and four of the 12 also used walk-through metal detection equipment in district facilities. Exhibit 15-10 summarizes survey results for the 16 school districts.

Eight of the 16 largest school districts surveyed conduct metal detection activities at campus facilities at random. The Hillsborough County School District does not have a policy authorizing the Security Services Department to conduct random metal detection.

In the 1995-96 survey, each district was also asked if K-9 units were maintained to detect drugs. Only Detroit City Schools maintained its own K-9 unit. Seven of the districts had an agreement with local law enforcement agencies to provide K-9 drug detection units, if required.

**RECOMMENDATION**

**Recommendation 15-8:**

**Begin using surveillance cameras and random metal detection devices at targeted facilities throughout the district.**

Using surveillance cameras and random metal detection devices at targeted facilities throughout the district will allow the Security Services Department to better utilize its security resources. Strategically placed surveillance cameras could eliminate the need for at least three security officer positions at fixed sites throughout the district (e.g., ROSSAC Building). A random metal detection policy will enhance the security for students, parents, and district employees on campuses and at extracurricular activities.

**EXHIBIT 15-10  
SURVEY RESULTS REGARDING USE OF METAL DETECTION EQUIPMENT IN THE  
SIXTEEN LARGEST SCHOOL DISTRICTS IN THE UNITED STATES**

<b>School District</b>	<b>Hand-Held Detection Device</b>	<b>Walk-Through Detection Device</b>	<b>Metal Detection Conducted at Random</b>	<b>Metal Detection Conducted as Needed</b>
New York City Public Schools	●	●		
Los Angeles Unified School District	●		●	●
Chicago Public Schools	●	●	●	●
Dade County Public Schools	●		●	
Philadelphia District Schools	●		●	●
Houston Independent School District	●		●	●
Broward County Schools	●	NO RESPONSE		●
Hawaii Department of Education			NO RESPONSE	NO RESPONSE
Detroit City Schools	●	●	●	NO RESPONSE
Dallas Independent School District	●	●	●	●
Hillsborough County School District	●			●
Fairfax County Public Schools	NO RESPONSE	NO RESPONSE	NO RESPONSE	NO RESPONSE
San Diego City Schools			NO RESPONSE	NO RESPONSE
Duval County Public Schools	●	NO RESPONSE	●	NO RESPONSE
Baltimore City Public Schools	NO RESPONSE	NO RESPONSE	NO RESPONSE	NO RESPONSE
Memphis City Schools	●	NO RESPONSE	NO RESPONSE	NO RESPONSE

Source: Survey conducted by Security Services Department in 1995-96.

**IMPLEMENTATION STRATEGIES AND TIMELINE**

- |                                                                                                                                                                                     |             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1. The Director of Security and Special Personnel Services should develop a plan for implementing video surveillance and update the existing plan for using random metal detection. | July 1997   |
| 2. The Director of Security and Special Personnel Services should also draft a policy authorizing the                                                                               | August 1997 |

department to use random metal detection at district facilities and extracurricular events.

3. The Director of Security and Special Personnel Services should submit both plans and the draft metal detection policy to the Assistant Superintendent for Human Resources for review. September 1997
4. The Director of Security and Special Personnel Services should revise both plans and the draft policy as necessary. September 1997
5. The Assistant Superintendent for Human Resources should prevent both plans and the policy to the Superintendent for approval. October 1997
6. The Board should approve both plans and the random metal detection policy. November 1997
7. The Director of Security and Special Personnel should implement the plans for surveillance cameras and random metal detection and eliminate at least four security officer positions. January 1998
8. The Board should approve eliminating four security officer positions. February 1998
9. The Assistant Superintendent for Human Resources, in cooperation with the Budget Director, should eliminate the positions from the 1998-99 budget. March 1998

### **FISCAL IMPACT**

Additional cost will be incurred to purchase and install surveillance cameras. For purposes of this recommendation, it is assumed that surveillance cameras will be installed at two fixed sites: the ROSSAC and D. W. Waters Buildings. According to cost estimates prepared by the Security Services Department, surveillance cameras can be installed in the ROSSAC Building for an investment of \$25,000 and in the D. W. Waters Building for \$8,000, for a total of \$33,000.

However, anticipated cost savings from eliminating four security officer positions at ROSSAC will total \$91,400 per year (\$22,850 salary plus benefits x 4 positions) beginning in 1998-99. Positions eliminated include one security for the midnight, weekend and evening shifts at ROSSAC and one security position at the D. W. Waters Building.

<b>Recommendation</b>	<b>1997-98</b>	<b>1998-99</b>	<b>1999-2000</b>	<b>2000-01</b>	<b>2001-02</b>
Install Surveillance Cameras at Two Sites	(\$33,000)	-----	-----	-----	-----
Eliminate Four Security Officer Positions	-----	\$91,400	\$91,400	\$91,400	\$91,400
<b>Total</b>	(\$33,000)	\$91,400	\$91,400	\$91,400	\$91,400

**FINDING**

During on-site activities in February 1997, a member of the review team toured selected campuses with the Coordinator of the Security Services Operations Division. Campuses visited included Sulfur Springs Elementary School, Hillsborough High School, and Hillsborough Exceptional Center (for students with severe discipline problems).

Exhibit 15-11 summarizes the review team member's observations during the campus tours.

**EXHIBIT 15-11  
SECURITY OBSERVATIONS AT SELECTED CAMPUSES**

<b>Campus</b>	<b>Observations</b>
<b><i>Sulfur Springs Elementary School</i></b>	<ul style="list-style-type: none"> <li>■ Located in a tough area</li> <li>■ Special gates that allow exit, but no entry because of previous walk-through access (e.g., a key must be used to enter gates, but a lever is used to exit from inside property)</li> <li>■ Gates are padlocked at night</li> <li>■ Portables have intercoms</li> <li>■ School has alarms</li> </ul>
<b><i>Hillsborough High School</i></b>	<ul style="list-style-type: none"> <li>■ Located near projects in a tough area with gang activity</li> <li>■ Campus is an "open campus" but has wrought iron fences</li> <li>■ Student and teacher parking is secured</li> <li>■ School has alarms</li> </ul>
<b><i>Hillsborough Exceptional Center</i></b>	<ul style="list-style-type: none"> <li>■ Heavily secured and fenced in</li> <li>■ Students not allowed to leave portable buildings</li> <li>■ School has alarms</li> </ul>

Source: Created by MGT, 1997.



Campuses observed during the tour were fenced and appeared to have adequate security in the form of school resource officers or security officers, or both. Campuses visited by other team members throughout the district were also noted to be fenced and secure.

**COMMENDATION**

**The Hillsborough County School District is commended for providing a secure campus environment for students, teachers, administrators, and staff.**

**FINDING**

The district has cooperative agreements with the Tampa Police Department, Temple Terrace Police Department, and the Hillsborough County Sheriff to provide school resource officers (SROs) for all middle and high schools in return for the district paying 50 percent of the officers' salaries. Exhibit 15-12 presents a summary of cooperative agreements with local law enforcement agencies to provide SROs for the Hillsborough County School District.

**EXHIBIT 15-12  
SUMMARY OF COOPERATIVE AGREEMENTS  
FOR SCHOOL RESOURCE OFFICERS  
1996-97**

Law Enforcement Agency	Number of Schools Served	Total Salary and Benefits Cost	Hillsborough County School District's 50 Percent Share of Total Cost
City of Tampa Police Department	20	\$1,430,738	\$715,369
Hillsborough County Sheriff	24	1,686,582	843,291
City of Temple Terrace Police Department	1	59,300	29,650
<b>Total</b>	<b>45</b>	<b>\$3,176,620</b>	<b>\$1,588,310</b>

Source: Executed Contracts with Law Enforcement Agency Indicated

**COMMENDATION**

**The district is commended for entering into cooperative agreements with local law enforcement agencies to provide additional security for middle and high school campuses.**

**FINDING**

The Director of Security and Special Personnel Services implemented a Darkened School Program in 1994-95. The objective of the program is to reduce burglaries and vandalism and conserve utilities costs. The Darkened School Program is a departure from conventional building security practices. Conventional building security practices

require school facilities to be illuminated throughout the night to enable either security personnel or members of the community to see potential intruders. However, the Darkened School Program discourages intruders because there is no light on the entire campus and intruders must provide sufficient lighting to enable them to commit burglaries or acts of vandalism—thereby becoming conspicuous to either security patrols or community members.

Establishing the Darkened School Program required the cooperation of school sites, community members, local law enforcement agencies, and the school district's Security Services Department. Currently, over 70 percent of schools participate in the program. Schools participating in the program have contributed to the reduction in net monetary losses from vandalism and burglaries. Burglary losses decreased to \$98,617 in 1995-96 from \$114,844 in 1994-95, approximately 14 percent. One of the Security Services Department FY 1997 goals included in *Security Services Department FY 1997 Goals*, dated January 31, 1997, is to increase participation in the Darkened Schools Program by 15 percent.

### **COMMENDATION**

**The Security Services Department is commended for reducing net dollar losses from burglaries and vandalism with its innovative Darkened Schools Program.**

### **FINDING**

The Security Services Department has a training coordinator responsible for coordinating mandatory, annual in-service training for security officers. The training coordinator offers a variety of training sessions for security personnel using a video cassette library (seven video cassettes) to enhance the delivery of various training courses. The department offers a total of 184 hours of mandatory training for new security officers, including Security Services Department required training (104 hours), State Security Officer training for a "D" license for unarmed guards (40 hours), State Armed Officer training for a "G" license (32 hours), and other department required training (8 hours). Examples of in-service training provided by the Security Services Department include:

- Building searches;
- CPR and first aid certification;
- Blood-borne pathogens (e.g., AIDS, Hepatitis);
- Report writing;
- Handcuffing;
- Alarm panel procedures;
- "ASP" expanded baton training;

- Weapon retention; and
- Defensive tactics.

Specific training curricula have been developed for each training program and included in a comprehensive training manual that includes detailed standard operating procedures for the department. Although a comprehensive training manual exists, complete with training curricula for the various training courses offered, no formal, written training plan exists for security officers to use to determine both the availability and sequencing of mandatory in-service training. Typically, training plans contain detailed schedules of sessions offered with dates and times, course descriptions and the appropriate sequence in which the courses should be taken.

## **RECOMMENDATION**

### **Recommendation 15-9:**

**Develop a formal, written training plan for security officers outlining course content, schedules, and the appropriate sequence in which courses should be taken.**

A formal, written training plan will provide more structure to the existing training process. While the existing training sessions are comprehensive, it is beneficial to both security officers and the department when courses are planned and scheduled sufficiently in advance to decrease instances in which mandatory training sessions could potentially missed or taken out of sequence because of work responsibilities.

## **IMPLEMENTATION STRATEGIES AND TIMELINE**

- |                                                                                                                                                                                                      |                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1. The Director of Security and Special Personnel Services should direct the Training Coordinator to develop a written training plan, complete with course content, schedules, an course sequencing. | July 1997      |
| 2. The Training Coordinator should prepare the training plan using existing course curricula and Security Services Department activities scheduled for the year.                                     | Summer 1997    |
| 3. The Training Coordinator should submit a draft of the plan to the Director of Security and Special Personnel Services for review.                                                                 | September 1997 |
| 4. The Training Coordinator should incorporate the comments of the Director of Security and Special Personnel Services and finalize plan.                                                            | September 1997 |
| 5. The Director of Security and Special Personnel Services should approve the plan.                                                                                                                  | October 1997   |

6. The Training Coordinator should make the training plan available to the department personnel and update annually.

October 1997  
Ongoing

### **FISCAL IMPACT**

This recommendation can be implemented with existing resources.

### **FINDING**

Interviews with district personnel while conducting the on-site visit and comments received during public input revealed that the Security Services Department does not conduct periodic surveys of district personnel to obtain their perceptions of security within the district. For example, interviews conducted with security and campus personnel revealed that certain individuals feel quality security services are provided by the Security Services Department, but wish there were more security officers assigned to the sites. Periodic opinion surveys can identify the security concerns of students, teachers, administrators and parents. They can also help target the department's efforts to improve intervention strategies and enhance the quality of security throughout the district.

### **RECOMMENDATION**

#### **Recommendation 15-10:**

**Conduct annual customer surveys related to security issues and analyze the results with a view to evaluate and improve the performance of the district's Security Services Department.**

The Hillsborough County School District should conduct annual customer surveys of district personnel, students, and parents to obtain their input about the effectiveness of security within the district. The results should be analyzed to look for opportunities to enhance the delivery of security services by improving the performance of Security Services Department.

### **IMPLEMENTATION STRATEGIES AND TIMELINE**

1. The Superintendent should direct the Research Department to develop a customer survey related to security issues. July 1997
2. The Director of the Research Department, in cooperation with the Director of Security and Special Personnel Services, should develop the survey instrument. September 1997
3. The Superintendent should conduct annual customer surveys related to security issues. Fall 1997

4. The Director of Security and Special Personnel Services should use the results of the survey to improve security in the district.

Spring 1998  
Ongoing

### **FISCAL IMPACT**

This recommendation can be implemented with existing resources.

### **FINDING**

During interviews with personnel in the Security Services Department, it was determined that some of the security officers, including the Director of Security and Special Personnel Services, participated in community-based programs to enhance security. Although no formal strategy for developing community-based partnerships exists, the department provided the following list of community-based programs/organizations department personnel have been involved with:

- Hillsborough Tomorrow
- University Civic Association
- Safe Haven Advisory Community
- Police Athletic League
- SHARE
- Sheriff's Black Advisory Committee
- National Organization of Black Law Enforcement Executives
- City of Tampa Community Awareness Council
- Good Community Fair Committee
- Tampa Bay Area Intelligence Unit
- Big Brothers and Big Sisters
- Tampa Bay Area Chiefs of Police Organization
- Hillsborough County Serious Habitual Offenders Committee
- local PTAs
- National Association of School Safety and Law Enforcement Officers
- Tampa Mayor's Advisory Committee

- Hillsborough County Special Olympics
- Hillsborough County Blood Bank
- County Ad Hoc Committee on Truancy
- American Society for Industrial Security

Even though some Security Services Department personnel participate in crime prevention and intervention activities with community-based organizations in a few schools within Hillsborough County School District, the absence of a formal strategy to develop partnerships with community-based organizations is a missed opportunity for increased community involvement in crime prevention and intervention activities, ultimately resulting in safer schools.

## **RECOMMENDATION**

### **Recommendation 15-11:**

**Develop a formal strategy for creating partnerships between Hillsborough County schools and community-based organizations to increase community participation with Security Services Department personnel and schools in crime prevention and intervention activities.**

Community-based programs can provide effective solutions to crime and security at little or no cost to the district. For example, programs created by these partnerships could include conflict management and peer mediation for elementary and middle school students, or outreach programs (in cooperation with corrections institutions) concentrating on education through real-life experiences to combat drugs and peer pressure to commit crimes. Effective use of community service partnerships with Hillsborough County schools will lead to developing community-based programs to improve security and maintain safer schools.

## **IMPLEMENTATION STRATEGIES AND TIMELINE**

1. The Superintendent should direct the Director of Security and Special Personnel Services to work with the Director of Communications and Governmental Relations to develop a strategy for creating community-based partnerships to enhance security within the Hillsborough County School District. August 1997
2. The Director of Security and Special Personnel Services, in cooperation with the Director of Communications and Governmental Relations, should develop the strategy and a formal plan for creating the community-based partnerships related to crime prevention and intervention. Fall 1997

- |                                                                                                                                            |                         |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| 3. The Superintendent should review and approve both the strategy and plan.                                                                | November 1997           |
| 4. The Board should review both the strategy and plan.                                                                                     | December 1997           |
| 5. The Director of Security and Special Personnel Services, in cooperation with the Director of Communications, should implement the plan. | January 1998<br>Ongoing |

**FISCAL IMPACT**

This recommendation can be implemented with existing resources.