

The State of Grossmont Union High School District

Safety & Security Report

Office of School Safety

Grossmont Union High School District

SUMMER 2024



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JAY FARRINGTON

1.0 Message from the Director of School Safety

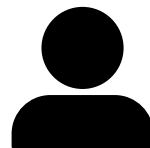
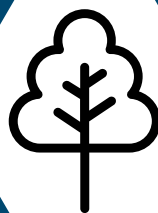
In September 2022, I graciously accepted the position of Director of School Safety at Grossmont Union High School District. I believed this position would be one of the most important and challenging positions I have ever held. To be successful, I knew I would need to build trust through collaboration with school administrators, teachers, staff and students. I hoped by utilizing my twenty-six years in law enforcement, leveraging my extensive network of law enforcement contacts, and utilizing my advanced education and experience in leadership, my efforts would result in improved school safety and security for decades to come.

Each day, nearly 17,000 students and 3,000 employees head to GUHSD schools. History has shown these high school years can be some of the most impressionable years of a young person's life. During the high school years is when students establish a foundation of future education and career aspirations, build resilience, develop lifelong friendships, and experience athletic competition and teamwork.

While we want all employees and students to focus on teaching and learning, GUHSD like all districts must contend with an ever evolving set of school threats and security challenges. Incidents of violence on campus and other crime related incidents can occur at any time on any day. Schools must balance teaching and learning with safety and security. This balancing act can create a complex environment and set of priorities: education vs safety. Educators and administrations alike have to constantly balance school safety while providing the best educational environment possible for students to feel safe and learn. Schools should not feel like prisons.

I recently spoke with one administrator who told me they always wonder, "is today going to be the day" referring to an active shooter situation. The way our schools approached school safety and security as recently as five years ago no longer works in today's school threat environment. We must adapt our approach to understand it is constantly changing, requiring changing priorities and changing focus to ensure our schools feel and are indeed, safe.

As the new Director of School Safety, one of my first priorities was to conduct various comprehensive campus security needs assessments, involving all of the stakeholders from



each campus. I utilized skills obtained through my extensive law enforcement career assessing site vulnerabilities using the Crime Prevention Through Environmental Design (CPTED) processes. I met with principals and administrative staff along with Campus Safety Teams. I listened to their concerns and walked each campus with the Safety Vice Principals and Lead Campus Supervisors, making assessments of what they and I noticed along the way. We identified several security infrastructure vulnerabilities and improvements needed across every site.

Additionally, as personnel tasked with working campus security was one of my assessment priorities, I asked them what they needed. Many schools, like GUHSD, rely on administration to become "accidental" security experts who handle situations outside of their expertise while tasked with supervising a team of campus supervisors who typically have no background or training in security. It's ideal to have administrators focus on the bigger educational mission and student discipline while employing a campus safety team with experience and training in campus safety and security. Fortunately, some of our campuses have retired law enforcement working as campus supervisors. Their experience and expertise is an amazing asset and their role should be expanded in the future.

Others I spoke with were frustrated because they were dissuaded by their leaders when they brought up safety concerns or possible new ideas. Many line staff employees were frustrated because they did not feel heard when it came to school safety. Many said, "What's the point, no one cares and no one ever does anything." There needs to be a drastic cultural and leadership shift across the district where employees feel

"There needs to be a drastic cultural and leadership shift across the district where employees feel heard and district leadership needs to actually lead and embrace this notion."

heard and district leadership needs to actually lead and embrace this notion. I made it one of my goals to make sure all employees would be heard and empowered by me and my office.

When it came to students, I noticed students were not aware of a way to report threats or dangerous situations anonymously through the Crimestoppers P3 application. A paradigm shift was necessary to create a culture of school safety and to standardize safety and security policies across all of GUHSD. I made it clear that school safety is everyone's responsibility and if campuses are not safe, students cannot learn and educators cannot teach. Students are a big part of school safety and their voices should be heard.

A great deal of my efforts attempted to highlight to district leadership how technology and infrastructure modernization could be a force multiplier. The technology and surveillance cameras were antiquated for the current need. One of the most beneficial security upgrades is to leverage the growing technology like Artificial Intelligence (AI) that can perform automatic weapon detection and system integration across all technology based security systems. I also emphasized incorporating CPTED principles across all campuses to enhance infrastructure security to include perimeter fencing to restrict unauthorized access, landscaping, lighting, signage, and clearly marked pathways for pedestrians and traffic while providing physical security with an aesthetic appearance.

Additionally, leadership needs to set up our administration, educators, staff, and security personnel for success through comprehensive and ongoing training based on a set of robust policies and practices. The district needs to assign the right people to the right position. This means employing people with a law enforcement or comprehensive security background to be in charge of campus safety and security to free up administrators to address their demanding positional responsibilities within their expertise.

There is no greater or more honorable cause than keeping students and staff safe. The Office of School Safety was dedicated to that mission by relationships centered around school safety and building resilient and modern school safety systems for now and into the future. My goal was to make GUHSD a leading school district amongst the nation on innovative and smart school safety technology and protocols. I took my role as Director of School Safety seriously as I had an opportunity to prevent or mitigate any further threats of violence to our schools. I studied several school shooting after action reports and identified common breakdowns that allowed the suspect to commit their violent act. In almost every case, someone always knew something beforehand and didn't report it, or reported it and the information was not acted upon.

I used that knowledge to make GUHSD safer. I made it clear any and all information associated with school safety and school threats could be shared 24/7 with my office, law enforcement, or administration. I believe the efforts taken by my office and the School Safety Enhancement Team (SET Team) have made a significant positive impact on GUHSD school safety and security. Unfortunately, with the elimination of my position and the Office of School Safety, a lot of critical safety projects will go uncompleted and unaddressed leaving GUHSD to slip back into an unprepared and vulnerable state.

At the time this document was originally drafted, my position as the Director of School Safety was secure. Unfortunately, on May 6th, 2024, I was notified by the Superintendent that my position and office was being eliminated. To say I was shocked is an understatement. Therefore, this document represents what I believe to be some of the great accomplishments of the Office of School Safety, in conjunction with the SET Team, as well as a representation of where GUHSD still needs to improve.

The goal of this report is to encourage the new GUHSD leadership to embrace school safety and security and make the necessary changes to demonstrate a true commitment for school safety. To do this, a paradigm shift is needed which requires a different approach to school safety and security. According to the National Threat Assessment Center (NTAC), what worked in the past does not meet the need in today's school threat environment. GUHSD needs to have a forward thinking approach to quickly adapt to current issues and trends. This has to start with GUHSD personnel at all levels along with student participation and focus on how best to protect our schools.

Sincerely,



JAY P FARRINGTON

Director of School Safety,
Grossmont Union High School District
Office of School Safety
2022-2024



2.0 Key Themes



Each GUHSD campus is unique

GUHSD campuses are unique and diverse, fulfilling a variety of needs for all students who come from a variety of cultures and communities. This also includes the infrastructure and physical location of each campus across the district. Therefore, the security infrastructure needs are different for each specific campus.



Systems-based approach to school safety

Taking a systems-based approach to physical security ensures that any measures or changes implemented do not cause problems for another campus or system infrastructure. In other words, we cannot fix one problem and cause a problem somewhere else.



Investing in Safety Personnel

Principles of site security involve several elements to include physical infrastructure, digital security technology integration, and trained and competent personnel. One of the biggest assets to any campus safety and security is properly trained and competent personnel. Training must be ongoing and current for all personnel involved in the safety and security of campuses.



Crime Prevention through Environmental Design

Crime Prevention Through Environmental Design (CPTED) is a crime prevention theory focusing on tactical design and the effective use of the built environment, which when applied, reduces both crime and the fear of crime. A main objective of CPTED is to reduce or remove the opportunity for crime to occur in any environment, and promote positive interaction with the space by legitimate users. CPTED is a preventative, proactive model, and not a reactive one.

3.0 CPTED Principles

Natural Surveillance

Natural Surveillance requires strategic placement of physical features, such as windows, walls, fences. Lighting and landscaping to make it easy for someone to see inside the perimeter along "sight lines." People are more likely to feel safer when they can see and be seen. The sense of being seen can discourage criminal behavior. Therefore, considering window placement, lighting, management of landscape, and the removal of obstructions can improve sight lines and overall safety and security. Increasing visibility decreases the opportunity for crime and unauthorized activity.

Natural Access Control

Natural access control relies on doors, fences, shrubs, sidewalks, signage, and other physical elements to keep unauthorized persons from restricted areas and direct people to areas of authorized access. This principle also applies to vehicle traffic in and out of a site such as student drop off and pick up. This also applies to clearly directing non-students and the public to the administration office to check in using a visitor management system directed by well marked pathways and signage.

Territorial Reinforcement

Clear boundaries between public and private areas achieved by using physical elements such as fences, pavement treatment, art, signage, sidewalks, and good maintenance and landscaping are ways to express ownership. Identifying intruders is much easier in such well defined spaces.

Maintenance and Management

This is related to campus's sense of 'pride of place' and territorial reinforcement. According to the Broken Windows Theory, visible signs of disorder, like broken glass and unkept landscaping, can foster further crime and anti-social behavior by signaling a lack of care for the campus. Therefore, the opposite is true. Campuses that are well maintained are less likely to experience unauthorized or criminal activity.

CPTED **Principles**

New Approach to Physical Security and Infrastructure

CPTED principles are a crucial element when it comes to school safety and security. Many GUHSD campuses were designed and built many years ago when school violence and threats were a rare occurrence. As a result, the buildings were not designed with CPTED and security principles in mind, leaving our campuses more vulnerable to crime and violence. But all is not lost and applying CPTED and security principles after the fact can be just as effective post construction.

Multi-Layered Approach to Campus Safety and Security

In addition to CPTED principles, Campus Security must be a multi layered approach. Security must take into account the entire district and individual campuses. When it comes to individual campuses, the first layers of security encompass the perimeter fencing (if present) and parking lot followed by individual building perimeter and then classrooms and interior spaces. Therefore, if one layer fails, there are other layers of security approaching the interior of campuses. A layered security approach also includes security personnel along with an alert staff. School safety is everyone's responsibility.

4.0 Districtwide Safety Enhancements

Human Trafficking Awareness and Prevention



Staff Human Trafficking Training

The Office of School Safety hosted a series of human trafficking awareness and training session in conjunction with the Human Trafficking Task Force. The training was administered by the San Diego County Office of Education.

- Training was attended by Principals, Assistant Principals, Counselors, Guidance Information Specialists, Campus Supervisors, School Resource Officers, several Directors, and three Governing Board Members.
- Every site was represented in the training.
- A total of 211 staff members attended the training between 2023-2024.
- Topics included common red flags of human trafficking, prevention resources for the education setting, and framework options for developing GUHSD's reporting and response models (OB 2022-03).

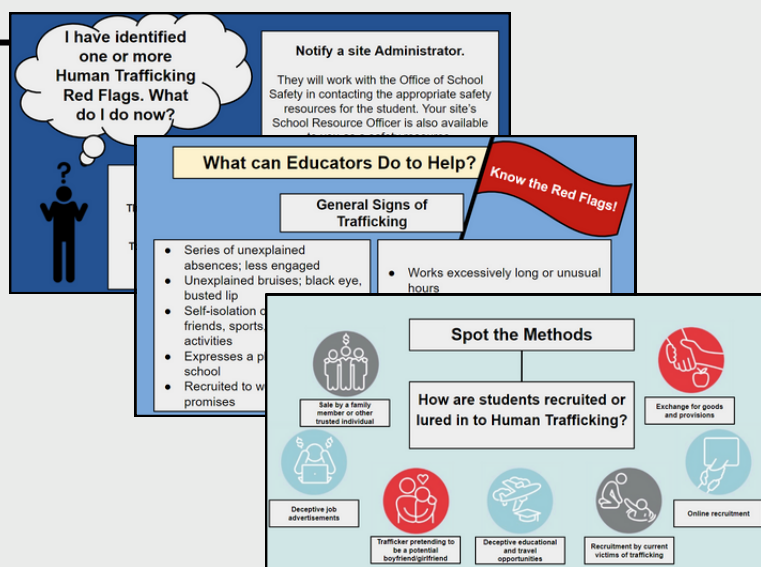


Training Resources Provided to Staff


Administrators were provided with summarized information from the SDCOE training including key points to provide to staff at the beginning of the 2023-2024 school year including:

- Key indicators of human trafficking
- Human trafficking recruiting methods to keep an eye out for
- What to do if a staff member suspects a student is involved in human trafficking

Information was presented by administrators to their staff at pre-school year staff meetings.



GUHSD Operational Bulletin OB 2022-03

 INFORMATION FOR PARENTS AND FAMILIES COMMUNITY ALERT - MISSING STUDENT		
COMMUNITY ALERT: MISSING STUDENT	ALERTA A LA COMUNIDAD ESTUDIANTE DESAPARECIDA	تحذير لكافة أفراد المجتمع طالب مفقود
A GUHSD student has been reported missing. The student's family has given permission to notify all of our families of the situation.	Una estudiante de GUHSD ha sido reportada como desaparecida. La familia de la estudiante ha dado su permiso para que notifiquemos a todas nuestras familias de esta situación.	لقد تم إبلاغ منطقة كروسمنت التعليمية لاحتاد المدارس الإعدادية عن اختفاء طالبة لها، حيث سمحت لنا أسرة هذه الطالبة بإبلاغ جميع العائلات بهذا الموقف.
(Photo)	(Photo)	(Photo)
(STUDENT NAME)	(STUDENT NAME)	(STUDENT NAME)
If you have information about the student's whereabouts, please immediately contact: (LAW ENFORCEMENT AGENCY) (CONTACT INFORMATION) Please reference case # (CASE NUMBER)	Si tiene información acerca del alumno, por favor comuníquese al: (LAW ENFORCEMENT AGENCY) (CONTACT INFORMATION) Please reference case # (CASE NUMBER)	إذا كنت لديك أي معلومات عن مكان وجود هذه الطالبة، يرجى الاتصال فوراً على الهاتف التالي: (LAW ENFORCEMENT AGENCY) (CONTACT INFORMATION) (CASE NUMBER) رقم القضية رقم

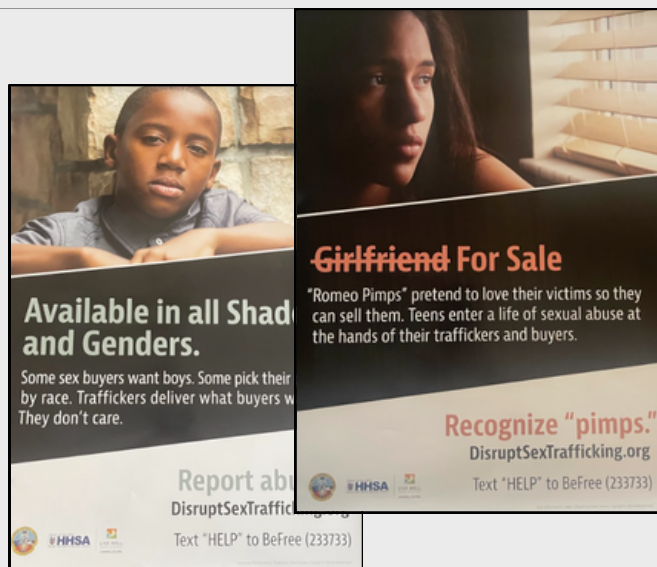
GUHSD Policy Revisions

The Office of School Safety has collaborated with the GUHSD Communications office in the constant development of Operational Bulletin 2022-03 to address GUHSD's response to reports of missing and runaway students:

- Incorporated the use of a Google form for administrators to complete when notifying the Office of School Safety of a missing or runaway student to optimize the information-gathering and tracking process
- Incorporated the use of community messages when consent is provided from the family
- Incorporated the step of following-up with previously missing or runaway students to offer counseling and mental health resources
- Updated the investigation process at multiple points

Districtwide Safety Enhancements

Human Trafficking Awareness and Prevention



Examples of the posters distributed to GUHSD sites

Human Trafficking Awareness Posters

The Office of School Safety distributed a series of human trafficking awareness and prevention posters to every GUHSD school site.

Partnership with the Human Trafficking Task Force

The Office of School Safety has established and developed a working partnership with the Human Trafficking Task Force including:

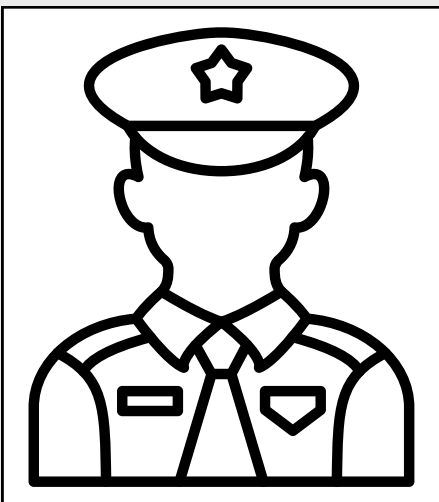
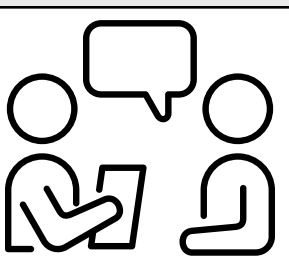
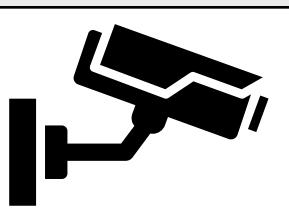
- Student Case Work
 - When a student has human trafficking red flags, the Office of School Safety forwards their information to the Human Trafficking Task Force
 - The Office of School Safety collaborates with and provides any other needed information in efforts to assist with the student's recovery and investigation when human trafficking is suspected
- School Resource Officer (SRO) Training
 - The Human Trafficking Task Force provided human trafficking training to 9 School Resource Officers in January 2023 and 7 School Resource Officers in November 2023



Office of School Safety Response to Missing or Runaway Students

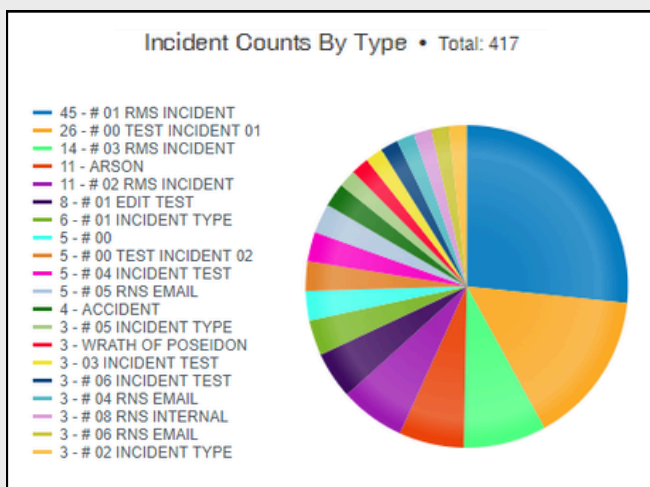
When a missing or runaway student is considered "at-risk" by law enforcement, the Office of School Safety:

- Utilizes any available resources for the investigation including
 - Surveillance Video
 - Infinite Campus Info
 - Conducts Social Media Investigations
- Assists administration with the investigation, including interviews with friends and teachers of the missing or runaway student
- Serves as a first point of contact with law enforcement and provides any needed support



Districtwide Safety Enhancements

Safety Documentation & Report Writing



Test sample on Omnigo analytics

Implementation of a Report Management System

One of the key vulnerabilities that Director Farrington identified was the lack of documentation of safety incidents and sexual assaults. Safety incidents are at times documented during student discipline processes, however the following gaps existed:

- Documentation capabilities were antiquated and lacking details. Student Support Services was resistive to modernizing their process to a digital format as opposed to paper files even though site administration requested it.
- There was no centralized place to store photo or video evidence associated with an incident. Infinite Campus has a 250 character limit, limiting the amount of documentation.
- Documentation was limited to discipline which lacks many safety facts and details that could help with incident prevention.
- Non-discipline safety incidents were not documented consistently (Suspicious activity, non-student incidents, trespassing, and parental incidents).
- Sexual assaults were not consistently documented or investigated. Law enforcement was not consistently notified of sexual assaults, or were notified after the fact compromising the investigation.
- Sexual assaults on campuses are required by law to investigate. Many incidents were ignored or discarded.
- Sexual Harassment (employee or student) were not getting investigated consistently as required by law (Title IX).
- With the elimination of the Office of School Safety, the Report Management and Documentation will no longer be addressed.

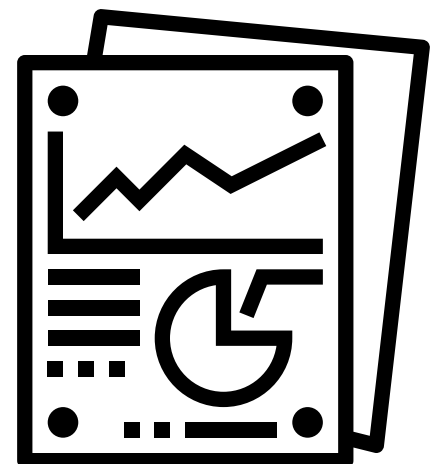
The Office of School Safety implemented a report management system for all safety incidents and provided the ability to run a variety of analytics. Its important to know what are the biggest incidents on campuses to identify what resources are needed for the entire district and individual campuses.

Omnigo and Report Writing Training

The Office of School Safety provided comprehensive training to Student Support Services and all site administration on the use of Omnigo as well as training on report writing. A needs assessment revealed that vice principals were expected to conduct complex investigations and write reports, but had never received any training.

Training included topics such as:

- The investigation process
- Consistent report writing structure
- Documenting the interview process
- Providing background information and relevant details
- How to refer to documented evidence in a report
- Reviewed a template and sample report
- Incidents of mandatory reporting



Districtwide Safety Enhancements

The School Safety Enhancement Team (SET Team)

Establishment of the SET Team

Director Farrington identified several areas of improvements needed across GUHSD campuses during his initial needs assessment evaluations. Understanding good leadership principles, Director Farrington wanted to create a diverse team of people across the district who have institutional knowledge and a desire for school safety. As a result, Director Farrington established the highly successful and collaborative SET Team which now gave a variety of employees a voice regarding positive changes and safety.

Staff involved in the SET Team include:

- The Office of School Safety
- Law enforcement partners
- Site administrators at multiple levels
- GEA representatives
- CSEA representatives
- Student Support Services
- Campus Supervisors
- Facilities
- Purchasing
- Educational Technology Services
- Risk Management
- Site Facilities Managers

Within the SET Team, members identified and addressed vulnerabilities, managed projects, and collaborated on various districtwide safety decisions.



Superintendent Mary Beth Kastan greeting the SET Team at their first meeting.

MISSION STATEMENT

The SET Team will utilize interdepartmental partnerships in order to continuously identify safety and security solutions throughout GUHSD for our students, staff, and surrounding communities with the goal of supporting a safe student-centered learning environment.

SET Team Projects

Some of the many SET Team projects included:

- Identifying safe and secure storage to dispose of confiscated nicotine and THC vape devices
- Creating a districtwide policy to keep campus secure during the day by securing gates.
- Creation of emergency signage to be displayed in every classroom and common areas with directions on what to do during Secure Campus, Lockdown, and Evacuations
- Gathering feedback during the radio upgrade project

Ongoing SET Team projects include:

- Creating a School Safety Policy and Procedure Manual
- Upgrading the 2008 REMS School Safety Flip Chart
- Updating the format of the Redbooks

Students

- Hide
- Remain quiet
- Silence cell phones
- Prepare to run or fight

Staff

- Lock the classroom door(s)
- Close and cover windows
- Turn off lights
- Barricade door
- Maintain quiet
- Do not open the door
- Prepare to run or fight
- Await further instructions

LOCKDOWN






LAW ENFORCEMENT WILL CLEAR THE CLASSROOM



SET Team- Emergency Procedure Signs

The Emergency Procedure Signs was a SET Team Project involving collaboration from all departments at GUHSD. Director Farrington was advised by staff and educators during his many campus visits that they wanted Emergency Procedure/Active Threat Training. Since no campus was willing to set aside time for the training, there was a need for emergency signs to remind anyone what to do in an emergency, even if they never received training. Through conversations with his contacts at the FBI and Secret Service, the idea and concept for the emergency signs was created.

	<u>Students</u> <ul style="list-style-type: none">• Hide• Remain quiet• Silence cell phones• Prepare to run or fight	<u>Staff</u> <ul style="list-style-type: none">• Lock the classroom door(s)• Close and cover windows• Turn off lights• Barricade door• Maintain quiet• Do not open the door• Prepare to run or fight• Await further instructions
LAW ENFORCEMENT WILL CLEAR THE CLASSROOM		
	<u>Students</u> <ul style="list-style-type: none">• If inside, stay in class• If outside, move to next scheduled classroom• Continue with instruction• Stay alert	<u>Staff</u> <ul style="list-style-type: none">• Expedite getting everyone inside• Lock the classroom door(s)• Continue with instruction• Stay alert and check for updates• Await further instructions
	<u>Students</u> <ul style="list-style-type: none">• Follow directions• Leave belongings behind• Go to evacuation point with class• Check in with teacher	<u>Staff</u> <ul style="list-style-type: none">• Lead students to evacuation point• Take roll for everyone with you• Make note of anyone missing• Await further instructions from administrator or first responders• Advise if anyone is injured or needing assistance

The design and verbiage of the signs were a collaboration across all members of the SET Team and a cross section of educators and staff. At first, the district executive cabinet liked the emergency signs and supported the project. Director Farrington later learned that on May 20th, 2024, the same district executive cabinet decided they did not want the signs in classrooms or common areas on campus anymore. At no point was the Office of School Safety, SET Team, or Director Farrington involved in or notified of the decision to not utilize the emergency signs. At no point did the Superintendent advise Director Farrington of this decision during his one on one meetings. This situation highlights the dysfunctional leadership and mindset when it comes to school safety at GUHSD.

Districtwide Safety Enhancements

Creating a standardized District Communication Network

Districtwide Radio Upgrade Project

Director Farrington identified there was not a standardized radio communication system and the current various radio system could not meet the needs of campus communication.

- Each campus used different radio equipment from different vendors
- Some campuses were on UHF, and some schools were on VHF
- Campuses on VHF experienced “dead spots” where they couldn’t communicate during critical incidents
- Antiquated radio equipment was not meeting the current needs of the campus safety personnel or administration.

“UHF” vs “VHF”... what’s the difference?

VHF

Very High Frequency (VHF)

VHF radios have wavelengths that are ideal for wide open spaces like ranches or valleys.

UHF

Ultra High Frequency (UHF)

UHF radios have wavelengths that are ideal for urban areas that have structures.

As a result of the districtwide radio upgrade, all comprehensive GUHSD sites are on UHF.



After the Districtwide Radio Upgrade

All comprehensive GUHSD sites, IDEA Center, and Chaparral High School now:

- Utilizing UHF frequencies
- Have upgraded equipment including:
 - UHF repeaters
 - UHF handheld radios (Motorola R2)
 - Robust model
 - 26-hour battery life
 - Can cover entire campuses even when not utilizing the radio repeater
 - Radio accessories:
 - Belt clips, antennas, batteries
 - Wired headsets for safety teams to operate hands-free
 - Various styles of chargers

Benefits of the Upgraded Radio System

- Sites are able to maintain clear and consistent communication via the radio.
- The new radio system will continue to function effectively as GUHSD continues to modernize sites.
- Key members of each site’s safety staff are connected via the radio system.
- All site FCC licenses are updated.



Campus Supervisors at El Cajon Valley High School displaying their new radios

Districtwide Safety Enhancements

Safety Equipment Upgrade



Campus Supervisors at Valhalla High School modeling their red safety lanyards



Red Campus Safety Lanyards

The Office of School Safety issued red lanyards labeled “CAMPUS SAFETY” to campus safety teams to ensure they are easily identifiable when students or staff need assistance.

Stop The Bleed Kits - Trauma Kits

The Office of School Safety purchased stop the bleed (STB) kits and issued 6-8 to all GUHSD school sites. The STB Kits provide emergency medical equipment to campus safety teams (and anyone trained) that could save a life during a critical incident or accident. All campus supervisors along with some site administrators and shop teachers have been trained on their usage.

Campus safety teams either carry these kits on them or in their golf cart during daily operations. The STB kits are readily available throughout all campuses and sites. We were ahead of the law AB70 requiring trauma kits on campus.



Contents of BASiC Individual Bleeding Control Kit

Narcan

In August 2023, the Office of School Safety collaborated with Risk Management in ordering Narcan for all school sites. The Office of School Safety issued 178 units of Narcan to GUHSD sites, and site nurses trained safety teams on its' usage. Campus Supervisors also received a refresher Narcan training session in annual Campus Supervisor training.



Districtwide Safety Enhancements

Safety Infrastructure

Visitor Management System

The District Office welcomes many visitors on a daily basis ranging from parents, employees, vendors, and members of the public.

One of the key vulnerabilities Director Farrington identified at the District Office was the lack of a visitor management system (VMS), even though many of GUHSD's school sites have this technology. A VMS is imperative to screen visitors before allowing them in or around our offices, campuses, and students.

The Office of School Safety implemented the Raptor Visitor Management System at the District Office and all Campuses in April 2023. Just in the first year of its use, the District Office:

- Logged **4,463 visitors**
- Made up **26% of the District's total visitors**
- Logged more visitors than any other GUHSD site

The Office of School Safety created a District Office training program for the Raptor VMS and trained **30 district office staff members** on the usage of Raptor at the District Office.

The Office of School Safety integrated a radio communications protocol in conjunction for the use of Raptor in the event that a receptionist needs safety assistance at reception while dealing with uncooperative or violent subjects.

Unfortunately, with the elimination of the Office of School Safety, there will be no security support or response for reception starting July 1st, 2024.

RAPTOR[®]

TECHNOLOGIES



4,463

Visitors logged at the District Office within the first year of Raptor usage

Visitor Management System Standardization

The Office of School Safety collaborated with the Communications Office in drafting and implementing an operational bulletin (OB 2023-12) to standardize GUHSD's visitor management system policies districtwide to ensure Raptor is being utilized in a uniform fashion.



Grossmont Union High School District Operational Bulletin

Date: June 12, 2023
By: 2023-12

Title: Districtwide Guidance for Use of Visitor Management System (Raptor)

Issuing Department: Superintendent's Office, Office of School Safety

Summary: Raptor is a visitor management system that allows visitors to be tracked and monitored.

Approved: Mary Beth Kasten, Superintendent

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Districtwide Safety Enhancements

Crime Prevention Through Environmental Design (CPTED)



Site CPTED Principles

Upon his start with GUHSD, Director Farrington completed a safety evaluation of each GUHSD campus and provided infrastructure recommendations for each site.

Some of the many recommendations included:

- Ensuring secure campuses and closing perimeter access to the public
- Maintaining and adding appropriate lighting to ensure safety at night.
- Methods to limit access to restricted or unsafe areas
 - Example: trimming large tree branches that hang over power lines or over buildings to provide rooftop access
- Maintaining appropriate signage to direct visitors to the front office instead of going directly to a classroom without checking in
- Ingress and egress routes on foot throughout campuses
- First responder access to GUHSD campuses.

CPTED Example: Granite Hills High School

One of the many GUHSD sites Director Farrington evaluated was Granite Hills High School (GHHS). Some of the CPTED vulnerabilities Director Farrington identified were:

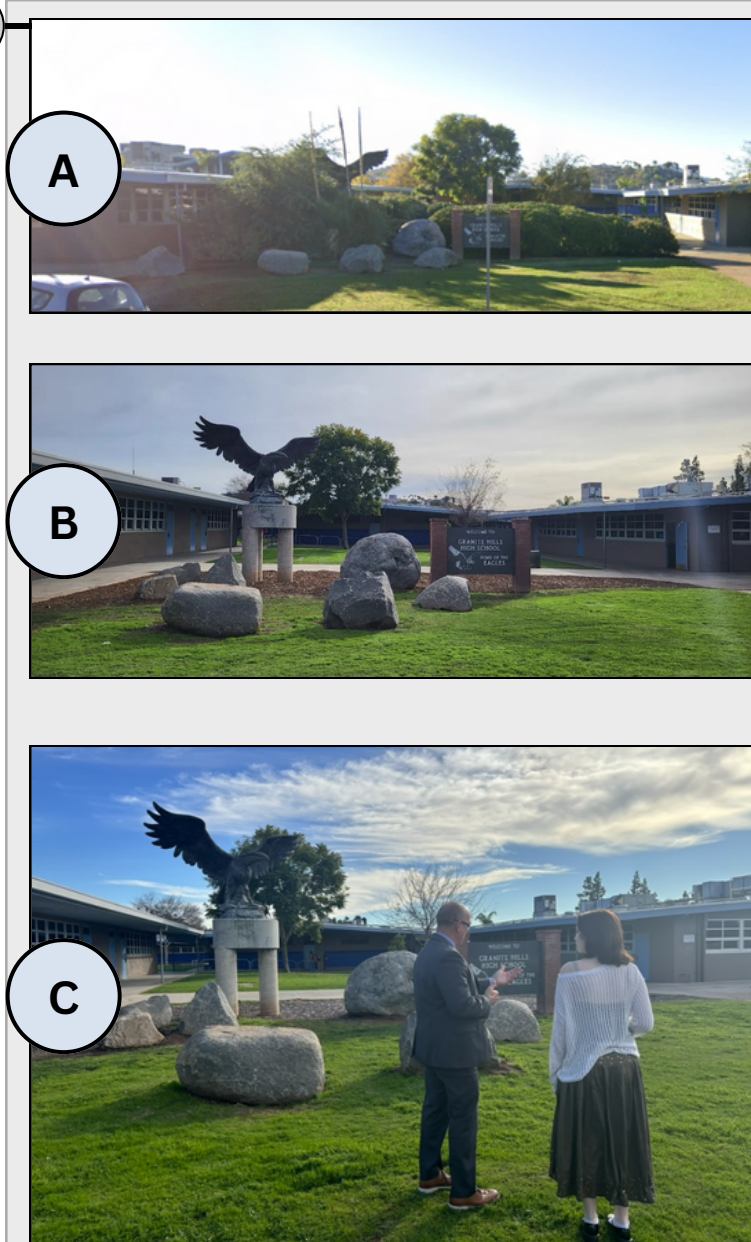
- Tall dense brush in front of the school
- Lack of perimeter security and close proximity to classrooms from the street
- Overgrown trees allowing easy access to roof
- Trees growing into powerlines

Dense Bushes in Front of the School

GHHS previously had a collection of dense bushes in front of the school as seen in image A. The bush had been hollowed out and evidence of illegal activity was located inside. Considering it was not far from the street also created a potential hiding place for potential attackers. Director Farrington had the brush and debris cleared. This mitigated potential a dangerous ambush site and provided a more flattering view to the Granite Hills Eagle, as seen in image B.

Lack of Perimeter Security

GHHS's perimeter is currently unsecured allowing anyone access to classrooms only 20 feet from the street. After much work and collaboration, GUHSD is in the process of installing a perimeter fence along Madison and 4th. In image C, Director Farrington can be seen being interviewed by a student regarding the benefits and reasons for a perimeter fence.



Districtwide Safety Enhancements

Enhanced Safety Training

Upgraded the Campus Supervisor SB390 Training

Director Farrington upgraded the Campus Supervisor SB390 training. The previous training lacked the real world tools and topics new campus supervisors needed.

All pre-existing topics were updated, and several topics were added including:

- Contact and cover
- Stop-the-Bleed
- Situational awareness
- Emotional Intelligence
- De-escalation Training
- Human Trafficking Red Flags
- Controlling Force

**More than 30
Campus
Supervisors have
been trained with
the updated SB390
training material**

Since Director Farrington started with GUHSD, he has instructed a total of seven SB390 training academies.

What is Campus Supervisor SB390 Training?

Senate Bill 390 requires that all staff working in a security capacity on a school campus complete minimum of 24 hours of security training before working on-campus.

Annual Campus Supervisor Training

Director Farrington established annual Campus Supervisor training. The first class took place just before the start of the 2023-2024 school year over the span of three days. The first two days were voluntary, and topics included:

Day 1:

- Preview of the year's upcoming districtwide safety projects and group discussion with Campus Supervisor feedback
- Daily campus operations & best practices
- Conducting briefings
- Radio etiquette
- Running special events
- Basic law concepts
- Utilizing technology and social media
- Basic report writing

Day 2:

- Active threat protocols
 - Active shooter
 - Natural disasters (fire, earthquakes, etc.)
 - Civil unrest
- CPR and AED
- Situational Awareness

Day 3:

- De-escalation
- Controlling Force
- Contact & Cover
- Stop-The-Bleed Training
- Narcan Training
- Practical Training Scenarios
- Safe Searching Techniques

**Days 1 & 2:
13 Campus
Supervisors
Trained**

**Day 3: 50
Campus
Supervisors
and 7
Safety Vice
Principals
Trained**



Districtwide Safety Enhancements

Leadership Training

More than 40 GUHSD Staff members have been trained in Jay Farrington's Leadership Foundation Course

Leadership Foundation Course

Upon his start with GUHSD, Director Farrington established a Leadership Foundation Course for Education Professionals, inspired by his California POST Leadership Foundation Course for law enforcement. This course enhanced safety through leadership, and went hand-in-hand with the 2023-2024 District Leadership Group objective to "Get Better with a Purpose".

Course Summary:

- 5 days (40 Hours)
- Open to all classified and certified staff
- Designed to take participants from ground zero to Dynamic Leader in a short amount of time, allowing them to immediately apply what they learned at work and at home
- Participants gained a unique understanding of themselves through key self assessments such as DISC & Emotional Intelligence
- Included essential real world leadership skills:
 - Understanding various personality types and communication styles
 - The value of getting to know your team personally and professionally
 - What it means to be "Fit to Lead"



FIT TO LEAD

- DISC & Emotional Intelligence
- Fit to Lead Concepts
- Communication Skills
- Understanding Personality Types
- Wellness & Stress Management



DYNAMIC LEADERSHIP

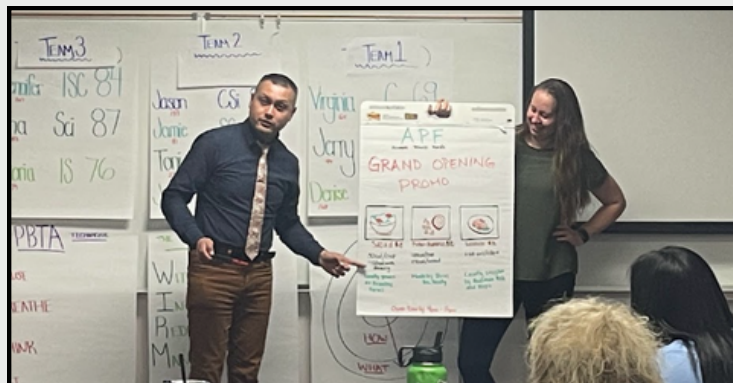
- Leadership knowledge, skills, and abilities
- Leading across generations
- Specific leadership strategies for today's educational environment
- Incorporating DISC and EI in creating a personal leadership philosophy



LEADERSHIP THEORY & PRACTICE

- Practical leadership exercises
- Systems thinking, group dynamics, and forward thinking
- Leading in a VUCA (Volatile Uncertain Complex Ambiguous Environment)

"This five-day course has allowed me to dig deeper than ever before, and I look forward to my future at GUHSD seeing myself and other graduates of this program as dynamic, caring, collaborative, and innovative leaders."



Staff members present a project to the class: an advertisement directed to a specific communication style

I am already putting the leadership tools that we learned to work and this will help me be a successful leader within GUHSD."



Jay adds weights to a staff member's backpack to demonstrate the effects of continuously carrying trauma

"Jay Farrington's Leadership Course is a must take for all employees, regardless of position. It challenges participants to step out of their comfort zone and develop essential skills that can be immediately applied in our district."

Districtwide Safety Enhancements

Enhanced Safety Training

SRO Training

Director Farrington utilized the partnerships he established with outside agencies to coordinate training for School Resource Officers at the monthly SRO meetings.

Training topics included:

- Computer and Technology Crimes High Tech Task Force (CATCH Team) Training
 - Training on cybercrimes and writing search warrants for School Threat Cases
- San Diego District Attorney's Office
 - Threat Assessment training
 - Juvenile Division training
 - Investigating Juvenile Sexual Assault Cases
- Human Trafficking Task Force
 - 2 training sessions provided to GUHSD SROs
- San Diego Youth Services (during their contract with GUHSD)
 - Provided training and explanation of resources to SROs to utilize as needed
- San Diego Law Enforcement Coordination Center (SD-LECC)
 - Threat Assessment training
 - Provided several Threat Assessment and investigation resources
- SD County Probation
 - Presentation on the juvenile probation system and resources to address juvenile cases



Certifications & Conferences

Reflecting on GUHSD's core value of Innovation, the Office of School Safety attended several conferences to expand GUHSD's safety knowledge. Director Farrington obtained multiple certifications in conjunction with many current certifications.

Conferences Attended:

- School Targeted Violence Prevention Conference
- Southern California Gangs Conference Human Trafficking Symposium
- ALICE: Active shooter training
- School Behavioral Threat Assessment Training
- Nth Symposium
- San Diego Threat Assessment Conference
 - Through Association of Threat Assessment Professionals (ATAP)

Certifications Obtained:

- CPTED Certification
- ALICE Instructor Certification



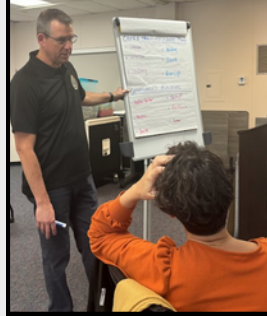
Districtwide Safety Enhancements

Collaboration & Partnerships

Safety Consultant G. Koran

The Office of School Safety hired retired Carlsbad Police Lieutenant Koran to assist with the many safety and training projects to include:

- Ingress and egress revisions of GUHSD sites and providing sites with traffic revision recommendations
- Assistant Instructor for the Campus Supervisor SB390 Training sessions
- Assistant Instructor for Annual Campus Supervisor training
- Assistant Instructor for the Leadership Foundation Course



Collaboration via Communication

One of the vulnerabilities identified by Director Farrington was a lack of efficient communication on safety incidents when the use of radio communications was not appropriate or available due to power outage.

Utilization of the Signal Private Messaging Application

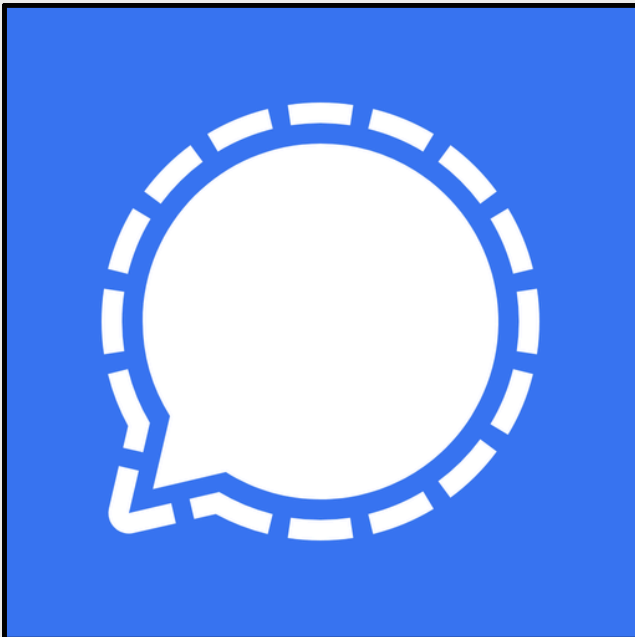
Many GUHSD sites utilize private messaging applications. The Signal Private Messaging Application was identified as one of the most convenient and user-friendly private applications to be used for communications from the Office of School Safety during emergencies and critical incidents.

Creation of District Office Signal Group

After the District Office experienced a safety incident in the 2022-2023 school year, Director Farrington identified the need for an efficient method of communication across the many sites connected to Grossmont High School such as the District Office, Transportation, and the Warehouse. As a solution, the Office of School Safety created a Signal groups for sites connected to Grossmont High School. This allows instant communication and guidance for several incidents including weather emergencies, nearby police activity, emergency procedures, and administrative communication.

Creation of Districtwide Emergency Communications Group

Previously, lockdown and secure campus notifications were sent out to individual key members of GUHSD via text, call or email. Now, they are handled via one brief message to a closed signal group from the Office of School Safety or district leadership.



Districtwide Safety Enhancements

Collaboration & Partnerships

Established Law Enforcement Partnerships

After 26 years in law enforcement, Director Farrington was able to build invaluable professional relationships with a variety of Federal, State, and Local Law Enforcement agencies that the Office of School Safety collaborated with to include:

- The District Attorney's Office
 - Director Farrington attended court proceedings related to school incidents
 - Example: Provided courtroom testimonies on obtaining a No Bail status and Criminal Protective Order for GUHSD campuses and employees regarding a school threat case
 - Prepared several GUHSD staff members and students on courtroom testimony in response to subpoenas
- San Diego Sheriff's Department & El Cajon Police Department
 - Assisted both agencies with several investigations and acted as a liaison between the departments and GUHSD to ensure smooth communication and collaboration
 - Collaborated at monthly School Resource Officer (SRO) meetings
- California Highway Patrol
 - Collaborated with the California Highway patrol in ensuring more dates were created for the Start Smart program for GUHSD students
 - The Start Smart Program is for soon to be or newly licensed teens and their parent(s) to learn about responsible driving and the consequences of unsafe driving.
 - Began exploring more GUHSD sites to participate in Every 15 Minutes
- San Diego Law Enforcement Coordination Center (SD-LECC)
 - Coordinated SD-LECC threat training for SROs
 - Provided SD-LECC with threat reports
- Crimestoppers
 - Updated GUHSD's processes and contact members for the Crimestoppers P3 anonymous reporting system
- FBI Threat Assessment Team
- Cybersecurity Infrastructure & Infrastructure Agency (CISA)
- CATCH Cybercrime Task Force
- Internet Crimes Against Children (ICAC)
- San Diego Police Department Child Abuse Division
- Psychological Emergency Response Team (PERT)

Director Farrington constantly leveraged these relationships to bring specialized resources to GUHSD. Unfortunately, many of these resources and relationships will diminish with the elimination of Director Farrington's position.



5.0 Active Projects



Implementation of a Districtwide Communication Network (DCN)

- All comprehensive GUHSD campuses will have access to a new DCN.
 - The new DCN includes a Command Channel reserved for simultaneous district wide communication in an emergency.
- The Command Channel (Channel 7) will communicate with the Principal, Safety Vice Principal, & School Resource Officer at each comprehensive campus.
- Key personnel can also communicate with each other via the DCN.
 - Example: If a GUHSD campus needed to evacuate to a neighboring GUHSD campus due to fire or a riot, they could use channel 7 to communicate the need. This can all be coordinated from the Superintendent's office.



Installation of Security Window Film

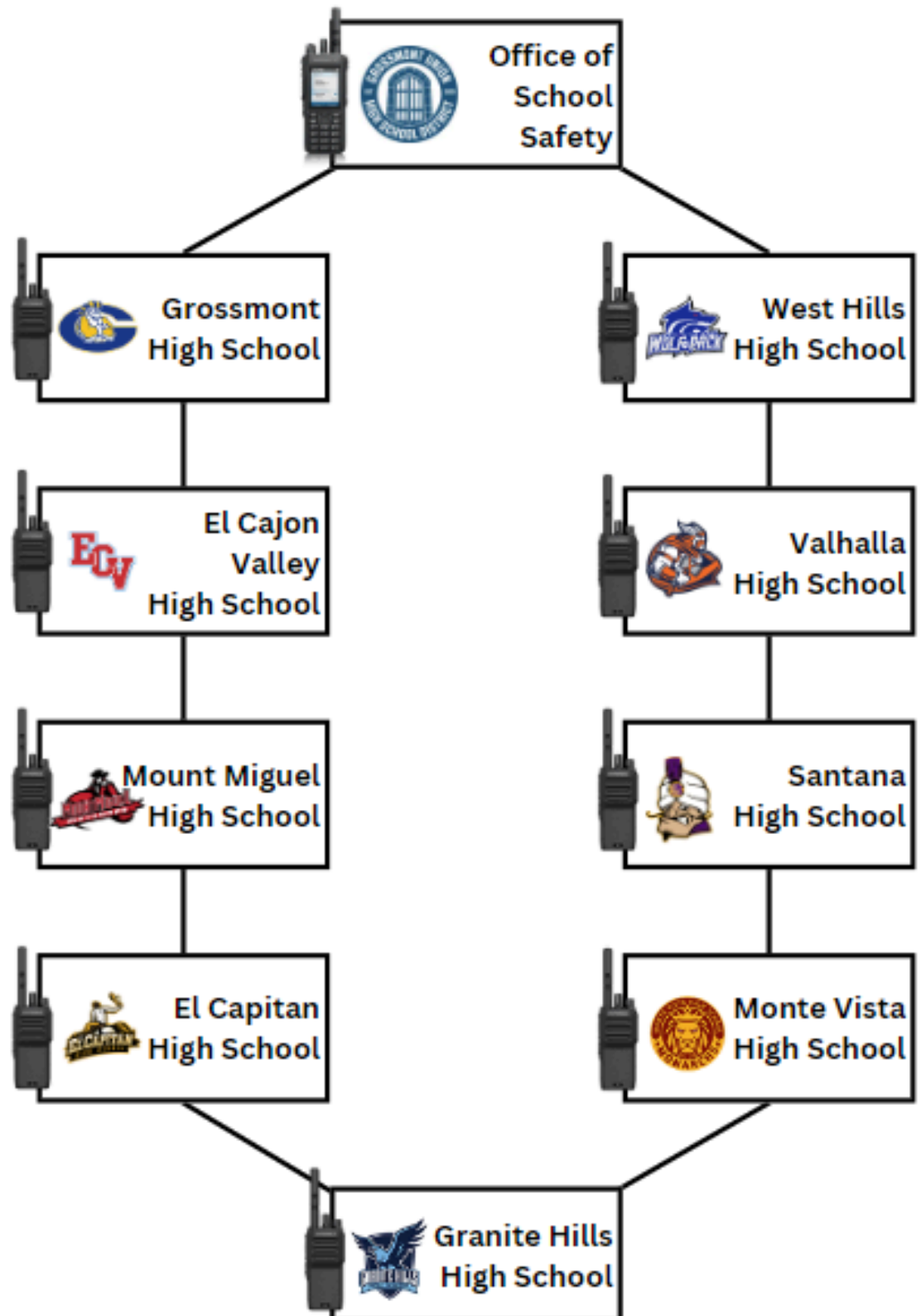
Another active project was the implementation of security window film districtwide.

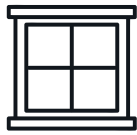
- In several well-known active shooter tragedies, the shooters gained access to their target campus by shooting through glass (i.e. windows and doors) to gain entry.
- Security film does not prevent bullets from going through, but it prevents the window from being shattered
- Window film prevents an assailant from physical gaining access to buildings via the windows or glass doors by providing students and staff precious seconds to escape to safety



Districtwide Communication Network (DCN)

This project is currently in-progress. Below is an example of how the DCN will connect all sites via the networked radio Channel 7.





The Value of Security Film for School Campus Windows

Security film can greatly delay and even prevent an intruder from gaining access to a campus. Investing in security film is a one time purchase and a crucial investment for the well-being of our students, staff, and the entire school community.

Nashville School Shooting

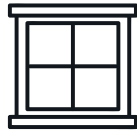


On March 27, 2023, at 10:11, Audrey Hale, armed with two rifles and a pistol, shot through a set of glass entry doors and entered the building.

Sandy Hook Elementary School Shooting

On December 14, 2012, at 0935 Hours, Adam Lanza shot his way through a glass panel next to the locked front entrance doors of the school.





Security Film for School Campus Windows

Enhanced Protection where and when it matters:

Security film provides an additional layer of protection against violent intruders from weapons fire and blunt force from a sledgehammer. Tests have shown a fit person could not break through the glass using a sledgehammer with the security film installed. In addition, when tests were conducted using a high power rifle, the security film significantly inhibited the glass being compromised where an intruder could make entrance. By applying this film to our windows and glass doors, we can significantly reinforce their strength and durability, making it more difficult for violent intruder to gain access to our campuses.

Deterrence of Criminal Activity:

Visible security measures serve as a deterrent to potential intruders and criminals. Although the film is not noticeable, the knowledge of security film on our windows and doors sends a clear message that our schools take safety seriously and are committed to safeguarding occupants. This proactive approach can help discourage malicious intent and reduce the likelihood of security breaches.

Additional Benefits of Security Film:

In the event of an attempted break-in or an act of vandalism, security film helps to mitigate safety risks by preventing shards of glass from scattering upon impact. This reduces the potential for injuries and minimizes the chaos and confusion that may ensue during such incidents, allowing for a more controlled response from our security personnel and emergency responders.

Peace of Mind for Students, Parents, Staff, and Community:

By implementing security film on our windows, we provide peace of mind to students, parents, teachers, and staff members, knowing that measures are in place to protect their safety and well-being while on campus. This sense of security fosters a conducive learning and working environment where individuals can focus on academic and professional pursuits without undue worry or anxiety.

3M Technologies Film Demonstration: Blunt Force

Pictured: The CEO of 3M Technologies attempts to shatter a glass door to gain entry into a building. The glass door has a layer of the 3M film both on the inside and on the outside of the door.

Time Elapsed: 1:00

Pictured: The CEO is still unable to access the door handle and still has not created an entry point large enough to fit through.

Time Elapsed: 02:19

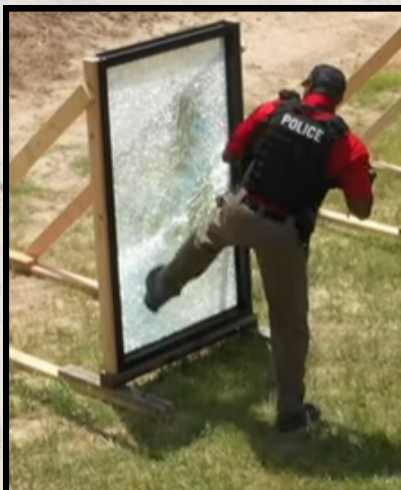
Pictured: The CEO has gained access to the door handle and created an entry point large enough to fit through.



3M Technologies Film Demonstration: AR-15

Pictured: Demonstrator shoots an AR-15 at 3M film-protected glass. The demonstrator gives up after 2 minutes and 9 seconds, as he was able to create a large hole.

However, he was unable to fully breach the glass in a timely manner after shooting it multiple times and attempting to break it down using blunt force.





Emergency Access Boxes at GUHSD Sites

There is still a need to identify the best product to use as Emergency Access Boxes (EAB) for Law Enforcement to access master keys at each campus in the event of an emergency. If there is an emergency after hours, law enforcement will need access to the campus. The EAB will have a special code associated with the campus that will come up on the Computer Aided Dispatch information page from each law enforcement agency. The EABs will be positioned at the front and rear of each campus. This project will be moving forward with the Facilities Department.



Master Keys at Law Enforcement Stations

Four sets of GUHSD master keys were created to issue to our law enforcement partners at El Cajon Police Department and San Diego Sheriff Department. This will give law enforcement the ability to access master keys in the event of an emergency situation. Facilities Management is creating 4 sets of master key sets.



Granite Hills High School Fence Project

During an initial Security Needs Assessment at Granite Hills High School, it was clearly evident that classrooms were vulnerable to unauthorized access from Madison Ave. The staff at Granite Hills High School told me they have been asking for a perimeter fence for years. Director Farrington made this project a high priority with the SET Team. The project was authorized to move forward early 2024 and will see construction starting summer 2024.



Fencing Operational Bulletin

The SET Team identified the concern of gates being left unsecured at GUHSD campuses, resulting in several incidents occurring including vandalism, trespassing, thefts and unauthorized persons walking onto campus. Multiple SET Team members cited the lack of compliance by staff regarding procedures to close and lock gates. The SET Team drafted an operational bulletin standardizing procedures and expectations to secure gates when leaving or entering campuses. The operational bulletin is currently being prepared for executive cabinet approval.

6.0 Incomplete Projects & Vulnerabilities

ADDITIONAL SECURITY MEASURES AT THE DISTRICT OFFICE

- Additional cameras are needed on the exterior covering the front door, and inside hallways of the District Office. This project is in progress.
- The receptionist needs the ability to remotely lock the front door from their desk.
- GUHSD needs to designate who will respond to security incidents at reception area and throughout the building. GUHSD should consider a security guard at the District Office.
- GUHSD needs to control access to district office spaces from unauthorized subjects.
- Consider an access control card system for District Office internal and external doors.
- Consider reconfiguring the reception area where there is a controlled barrier preventing unauthorized personnel from accessing work spaces. The receptionist is vulnerable with the current configuration.



ADDITIONAL CPTED REVISIONS NEEDED

- Repair and install lighting across district to illuminate dark areas. Move bright lighting that inhibits district surveillance cameras at night.
- Cut back landscaping that create ambush points and trees that block cameras, impact power lines, and provide easy access to roof tops.
- Consistent signage directing visitors to the front office to use VMS.
- This can also be in conjunction with a specially marked walk way or sidewalk.
- Repair and add necessary fencing to keep out unauthorized access



RECONFIGURE CAMERA SURVEILLANCE SYSTEM

- Many cameras need to be moved across all campuses where they face over grown trees, bushes, and walls.
- Cameras are needed at critical entrance and exit areas where several safety incidents occur.
- With the new Nth Servers coming online, consider a modern Video Management System (VMS) that allows better user interface and ability to download video footage on site.
- Add a TV in every safety vice principal's office in order to monitor cameras. Currently, no cameras are monitored unless there is a incident. There are over 835 camera lens across GUHSD and no one monitors the live camera feeds.
- Adding 10 high resolution cameras at critical points on each campus. This will be especially important when the new surveillance system AI goes online.



ESTABLISHING CONSISTENT SAFETY TEAM TRAINING

- Campus Safety Personnel (Campus Supervisors and Safety Vice Principals) are our first line of defense on all campuses. There needs to be better scrutiny in hiring practices for campus supervisors. Adjust the pay to attract better candidates. Campus Supervisors should be expected to work sporting events and after school activities. Currently, CSEA Union cites they do not have to work overtime or school events. Instead, the district has to spend money on outside security for common school events.
- Consistent training for our Campus Supervisors is key for setting them up for success in a demanding job.
 - This is why Director Farrington upgraded the SB390 training and created the three-day annual training to give all of our new Campus Supervisors the most current skills and knowledge needed in today's education environment.





STAFF AND CUSTODIAN SAFETY

During initial needs assessments, Director Farrington learned about several incidents where staff and custodians had to deal with suspicious, violent or mentally disturbed subjects on campuses which resulted in assault, vandalism, or theft. He advised the various union representatives of GEA, SEIU, and CSEA to make sure their members are safe and to pay attention to their surroundings. He identified this as an area to improve safety for GUHSD personnel and offered training to their members. None of the unions took Director Farrington up on his offer to conduct training or a safety meeting.

- Director Farrington advised staff when confronted with suspicious, violent, or mentally disturbed persons on campus to call 911 immediately. Staff members would call co-workers on the radio and not the police first. He advised not to rely on a radio for their safety and utilize their cell phones first to call law enforcement.
- He also advised our custodial staff and anyone working late by themselves, to use the “buddy system.” In other words, don’t work alone after hours and always let someone know when & where you are working at on campus.
- Director Farrington encourages everyone to carry a flashlight. If they are working at night they can see their surroundings and can illuminate a dark room or area during their duties.

Unfortunately, Director Farrington’s advice did not reach all of our staff and incidents continue to happen. Director Farrington urges union representatives and district leadership to share this advice with all of our staff.



NEED TO ENHANCE RESTROOM SAFETY DISTRICTWIDE

Campus restrooms are a constant safety issue on every campus. There are not enough campus supervisors or staff to monitor all of the restrooms. Unfortunately unmonitored restrooms are frequently a place where narcotic use/sales, vaping, sexual assaults, sexual activity, bullying, and fighting occur.

- There is a conflict between interpretation of state regulations and student safety. The state regulations mandate there needs to be a sufficient amount of restrooms open for the student population. Unfortunately, this does not take into account student safety. Blindly opening all restrooms is not a responsible course of action.
 - According to administration and campus supervisors, they cannot keep up with the illegal activity and assaults that take place in the restrooms because of a lack of staffing.
- Many students do not use the restrooms because they are afraid to use the restrooms because of the illegal activity and bullying.
- Director Farrington urged a common sense approach to this problem to cycle the opening and closing of restrooms according to the need, the staff who could monitor restrooms, and the time of day.
- Unfortunately, because a parent complained about restrooms at a school board meeting, the GUHSD School Board, in typical fashion, made a knee jerk decision without getting all the information and ordered all restroom to be opened. Director Farrington strongly urged against this to the Superintendent because he feared there would be an increase in illegal activity and sexual assaults in the restrooms.
 - Shortly after the restrooms were all opened, there was an increase in sexual assaults including a rape.
- Once again, Director Farrington urges district leadership to reevaluate their restroom policy to take into account campus supervisor staffing before opening more restrooms that cannot be monitored. To date there were no changes made.

MAKING SAFETY TEAMS EASILY IDENTIFIABLE

- On some campuses, it is difficult to tell a student from a campus supervisor due to their choice of clothing and youthful appearance. This causes a safety problem when dealing with uncooperative persons, students or the public. It is especially a problem when breaking up fights.
- Because Campus Supervisors are often our first line of defense, Campus Supervisors should be easily recognizable when interacting with students, staff, and parents.
- Campus Safety Personnel need to be easily identifiable at sporting events and crowded gatherings.
- Director Farrington came up with a quick and easy solution to create red “campus safety” lanyards for campus supervisors to wear.
 - Unfortunately, only certain campuses like Valhalla and Mount Miguel High School saw the value in the Red Lanyards and wear them consistently.
 - When Director Farrington requested a campus supervisor team at Grossmont High School wear the red lanyards, one campus supervisor asked if it was mandatory. She said, “If it’s not mandatory, I’m not wearing it.” So without the support of district executive leadership or principals, there was very little compliance across many of the campuses.



RADIO OPERATION COMPLIANCE AND CONFIDENTIALITY

- Security risks regarding radio communication:
 - Security risk exist when all campus communications can be over heard by students, public, and anyone else in the vicinity.
 - Missed radio communication when in a noisy environment like sporting events.
- Therefore when the District Radio Communication System was upgraded, safety teams were issued a covert headset and microphone set to work with the Motorola R2 radios.
 - Director Farrington directed all campus supervisor teams to use the covert headset and microphone. With the exception of certain campuses, there has been very little compliance. Once again, the same attitude as with the red lanyards.
 - As a result the same problems continue where students overhear radio communications, radio calls are missed, and communication is inhibited while all radio communications are compromised with students and the public overhearing all communications.
 - With the lack of support from Principals or District Leadership this, along with many other problems will continue.



NEED FOR PERSONNEL WITH SECURITY EXPERIENCE ON GUHSD CAMPUSES

- There is a need for consentient leadership over Campus Supervisor Teams to properly direct and manage their day to day campus safety activities.
 - Currently, Safety Vice Principals are in charge of campus supervisor teams, but are inundated with collateral duties like, IEP meetings, event planning, and discipline duties leaving little or no time to supervise campus supervisor teams. In addition, they are educators and have no training or experience when it come to security. Either, they need training and be freed up to focus on campus security or hire someone who has the background and expertise. I recommend hiring someone who has the security management experience.
- Creation of the “Campus Safety Coordinator” position
 - Director Farrington was in the works to create a Campus Safety Coordinator position that would supervise the Campus Supervisor Teams freeing up administration to focus on their many duties.
 - Ideally, this position would have been filled by former law enforcement. GUHSD already employs many former law enforcement professionals as campus supervisors, and they would be ideal candidates for the Campus Safety Coordinator position in addition to hiring outside of GUHSD as needed.
 - This position would have freed up vice principals to handle the many responsibilities of their position and put more focus on campus safety.





GUHSD'S THREAT ASSESSMENT RESPONSE NEEDS TO BE UPDATED AND MODERNIZED

GUHSD's threat assessment response was robust and immediate with the Office of School Safety working with law enforcement. Unfortunately, the level of investigations and coordination to school threat response between GUHSD and law enforcement will stop with the elimination of the Office of School Safety.

The following points need to be addressed moving forward:

- The current threat assessment process is antiquated and has not been updated in several years. Currently the threat assessment paperwork is bloated and takes a extended amount of time to fill out. The goal was to update the questions and streamline the initial threat assessment paperwork. This was a request by vice principals because the threat assessment paperwork does not meet the need and takes too long to complete an initial assessment documentation.
- The Office of School Safety attempted to collaborate with Student Services on updating threat assessment procedures and the creation of formal School Threat Assessment Teams (STAT) but received little or no follow through or cooperation. Director Farrington had to shift this project to the SET team. (This still remains a critical unfinished project)
- The timely investigations conducted by the Office of School Safety were key in many threat assessment criminal investigations on campus. The Office of School Safety used a variety open source intelligence tools that helped identify suspects in attempted abductions, human trafficking, and school threats to name a few.
- In a time when law enforcement is understaffed and overwhelmed, any collaboration expedites their ability to identify suspects and make arrests.
- Any criminal analysis and investigation abilities previously provided by the Office of School safety will no longer be available slowing the response to school threats and information to law enforcement.



NEED FOR UPDATED PHONE PROCEDURES (I.E. SWATting, BOMB THREATS)

Hundreds of staff members districtwide utilize landline phones that can be reached by the public. Additionally, some sites have students answer the main front office line and route calls to staff members. When a staff member experiences a Swatting incident, Bomb Threat, or other phone incident, staff members and students assisting in the office need a set of guidelines for how to handle these calls and gather information. The SET Team recommended the Department of Homeland Security's Bomb Threat protocol check list to be used district wide.

What is Swatting?

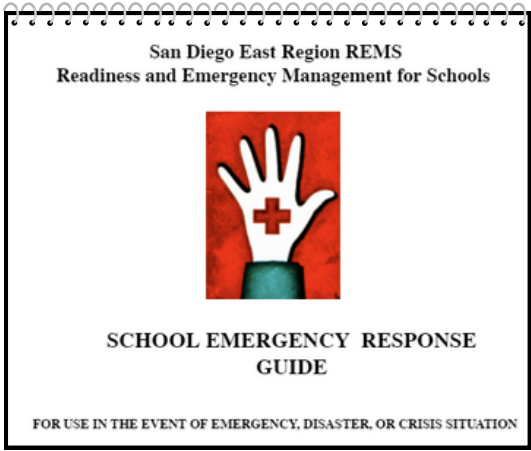
Swatting is a type of phone call in which a suspect places a phone call and gives information that is intended to elicit a law enforcement's SWAT team to respond. Examples of this include bomb threats, shooting threats, reports of violent incidents, and more. These calls are typically placed to prank the recipient or drain law enforcement resources.

NEED AN UPDATED EMERGENCY FLIP CHART

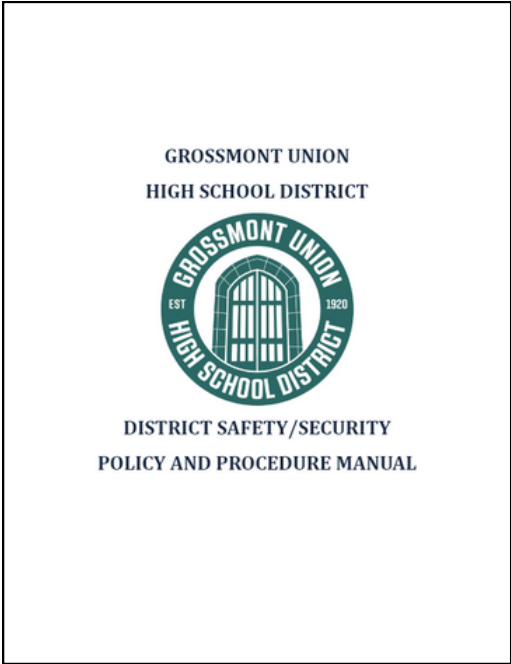
Most staff members have a copy of the 2008 San Diego East Region REMS School Emergency Response Guide. This guide has a multitude of information including guidance for:

- Earthquakes
- Evacuation
- Secure Campus
- Shelter In Place
- Lockdown
- Active Shooter
- Airplane Crash
- Animal Disturbances
- Bee Swarms
- Bomb Threats
- Explosions
- Fires
- Floods
- Gas Leaks
- Hostage Situations
- Vehicle Crashes
- Poisoning
- Riots
- Suicide Attempts
- Suspicious Packages
- Terror Threats
- Toxic Agents
- First Aid

The guide is expansive and staff has regarded it as easy to navigate when guidance is needed. However, this guide was originally issued as a result of a grant in **2008 and has not been updated since then.**



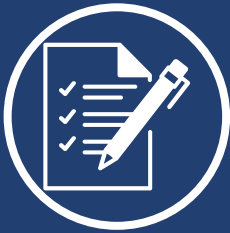
GUHSD SAFETY AND SECURITY PROCEDURE MANUAL



Along with the need for an updated emergency flip chart, GUHSD needs to create a safety and security manual. These procedures should go hand-in-hand with Board Documents and Admin Regulations along with the emergency flip chart to ensure consistency.

Content in this procedure manual would have included some of the following:

- The safety and security responsibilities of each member of a site’s safety team
- Use of force/controlling force policy
- Uniform/identification guidelines
- Procedures and operations
- Emergency responses
- Radio procedures
- Search and seizure
- Dealing with dangerous subjects



7.0 CONCLUSION

Since September 2022, the Office of School Safety and the SET Team have made significant strides in enhancing the safety and security of GUHSD campuses and sites despite various internal and external obstacles. These accomplishments demonstrate what can be done when there is a focused goal and collaborative effort made by personnel from various GUHSD positions, campuses, and sites. However, even with the loss of the Office of School Safety, it is imperative to recognize that school safety is an ongoing district-wide responsibility, requiring continuous attention and adaptation to an ever changing school threat environment.

While substantial progress has been made, there are still critical areas which need to be addressed to mitigate the vulnerabilities at GUHSD. GUHSD is fortunate to have excellent personnel with institutional knowledge who will be key in making school safety a priority. In addition, GUHSD has an amazing team of School Resources Officers from local law enforcement agencies who are also essential to school safety and security. It must be a team effort between law enforcement and administrators to facilitate an overall comprehensive approach to school safety and security.

This report serves to both highlight the progress made to enhance school safety when a collaborative effort is adopted by key stakeholders and serve as a warning that many projects and abilities will go unaddressed or incomplete. Every effort must be made by leadership to continue the existing high level of coordination between GUHSD and local law enforcement, otherwise resources dedicated to safety and security will diminish and vulnerabilities will increase.

It is with a heavy heart knowing the position of Director of School Safety will be eliminated as of June 30, 2024. Knowing all the threats this position was able to address and mitigate behind the scenes, in conjunction with our law enforcement partners, will likely be missed in the future. With this position elimination, it is my professional opinion that the safety readiness of GUHSD will quickly decrease and the overall safety of staff and students will be unfortunately affected.

The decision by the GUHSD Governing Board to eliminate the only position dedicated to school safety poses a significant risk to the ongoing safety and security efforts within GUHSD. In my professional opinion as a twenty-five plus year safety and security expert, it is irresponsible to eliminate the Office of School Safety when there is irrefutable data from various studies showing threats to educational institutions are on the rise. The Governing Board decision shows a lack of leadership, vision and forethought on the part of prioritizing school safety. Citing budgetary reasons is a weak argument, as you cannot put a price tag on a school and student safety.

“You cannot put a price tag on a school and student safety.”

The role of the Director of School Safety is crucial in maintaining a dedicated focus on the myriads of evolving threats and safety concerns that GUHSD faces weekly. Without a Director of School Safety position, the coordination and implementation of security measures will suffer, potentially leaving gaps that could be exploited by internal and external bad actors.

The future of GUHSD's safety depends on proactive and sustained efforts. Let us not wait for another tragedy to remind us of the importance of this mission. The safety and well-being of GUHSD campuses, students, and staff must always remain a top priority. I strongly encourage the new GUHSD leadership to continue to address the school safety and security projects in this report and make school safety a top priority again.

It was truly an honor to serve as the Director of School Safety at GUHSD. The relationships and friendships I made will last long after I am gone. I am confident that I will leave GUHSD better and safer than when I arrived.


Respectfully submitted,

Jay Farrington,



**Director, School Safety
(2022 - 2024)**





“There are no bad
teams, only bad
leaders.”

– Jocko Willink



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