Executive Summary

The Bellevue School District is committed to providing all students with an exemplary college preparatory education so they can succeed in college, career and life. District leadership recognizes a safe learning environment is a key component in the provision of an exemplary education, and to that end established and funded a district level school safety and security initiative. This initiative served as the catalyst in the creation of the Bellevue School District Safety and Security Department.

The Bellevue School District Safety and Security Department is staffed by Safety and Security Specialists who are responsible for delivering relevant programs, training, services and support to stakeholders. The Director of Security leads the department and is responsible for establishing program vision, setting objectives and directing the work of the safety and security team. The Director of Security reports to the Deputy Superintendent: Financial Services and Operations.

This document is the first annual Safety and Security Department Report for the 2015-16 school year. This report provides a high level overview of our values and business principles, purpose and vision, reflection on our first year following department restructuring, and our goals for the 2016-17 school year.

Our Mission: To provide all students with an exemplary college preparatory education so they can succeed in college, career and life.
Purpose, Vision, Mission and Essence

Our Purpose – What the result of our work must be:
Provide a safe learning environment for our students and safe work place for our staff members by mitigating security risk in our schools.

Our Vision – What we want to become:
Leverage our resources and partnerships to build and deliver a dynamic, world-class school safety and security program.

Our Mission – What we must do:
Establish a culture of safety and security awareness and preparedness in our schools by delivering relevant training, programs, and procedures based on best practices.

Our Essence – What we want our clients, partners and stakeholders to experience:
Our commitment to prepare and empower our schools to respond to security risks, incidents and emergencies knowledgeably, confidently and effectively.

Safety and Security Team Values

Excellence: Exemplary Education
Safety and security team members are committed to supporting student academic success, personal development, and citizenship by creating a safe learning environment.

Equity and Access for All
Safety and security team members are committed to equity and actively support District efforts in providing all students access to and support in achieving academic excellence.

Accountability
Safety and security team members use performance measures and metrics to monitor and adjust programs and operations to ensure continued focus on the provision of a safe learning environment for all students.

Collaboration & Communication
Safety and security team members respect and engage our stakeholders by working collaboratively and communicating effectively.

Quality
Safety and security team members strive to recruit, develop, and retain the highest quality safety and security professionals and actively engage team members in continual professional development.

Innovation and Continual Improvement
Safety and security team members create and maintain a culture where learning and innovation are expected, supported, and valued.

Diversity
Safety and security team members recognize, respect, and embrace diversity in District classrooms, schools, and community.

Resource Stewardship
Safety and security team members are effective and efficient stewards of the District resources entrusted to them.
General Principles

Governance

A clearly articulated vision and program focused on providing a safe learning environment is part of the Bellevue School District enterprise security risk management strategy. The school safety and security program philosophy and values prioritize the protection of human life followed by the protection of physical assets from security risk and disruptive events. The establishment of life safety as the highest programmatic priority serves as the foundation for the vision, purpose, mission, and essence of the Safety and Security Department.

Needs Oriented

An accurate assessment and understanding of the District’s foreseeable security risk, assets, operation, and expectation of senior leadership is vital to the success of the school safety and security program. Safety and security programs and operations are based on the assessed security risk conditions known to the organization at the time. Security risk mitigation programs, operations, and projects are developed and prioritized for funding and implementation based on security risk assessment data. This approach helps ensure finite resources are applied to mitigating foreseeable security risk rather than reactive decision making based on fear, uncertainty, and doubt.

Systems Approach

The safety and security program incorporates a systems approach to identify and understand interrelated organizational processes and structures in order to manage security risk with greater efficiency and effectiveness. Organizational components, systems, and processes are examined to better understand their linkages and interactions thereby providing a more holistic view of enterprise security risk. This approach provides a comprehensive perspective of organizational relationships and interdependencies rather than individual components operating in isolation.

Adaptability and Flexibility

The safety and security program must be adaptable and flexible in its methods and processes to keep pace with and mitigate evolving security risks. District safety and security team members engage in a process of continual improvement and professional development in order to keep pace with the ever changing enterprise security risk environment.
Managing Uncertainty

District enterprise security risk management philosophy recognizes a degree of uncertainty is an inherent factor in managing security risk and that threat assessment processes are not infallible. An assessment of the probability of a given threat or risk occurring often includes intuition, approximation, and planning assumptions based on experience and historical data. The District safety and security program seeks to manage uncertainty by engaging stakeholders, subject matter experts, and our public safety partners in our processes; thereby leveraging the collective expertise to reduce the degree of uncertainty.

Factual Basis Decision Making

The District safety and security philosophy advocates factual basis decision making; relying on an assessment of information known at the time balanced with experience and insight. Our philosophy also enhances the District’s ability to review, challenge, and change decisions when appropriate due to changing circumstances and evolving risk.

Continual Improvement

Continual improvement is a security risk management program core concept and a prominent feature of the District safety and security program. Safety and security program performance metrics are presented in an annual report to the District providing a measure of program effectiveness, progress, and to articulate business value returned to the District.

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I will find a way or make one
Tradition: Safety and Security Challenge Coin

Sheepdog:
One who stands ready to protect others.

The Safety & Security Department recognizes members of the Bellevue School District community for excellence in the advancement of safety and emergency preparedness for the students, faculty, and staff of the Bellevue School District family. The challenge coin is awarded for effort and commitment above and beyond established requirements as set by state law and district standards.

Stories about the origin of challenge coins vary. The tradition may have begun during the First World War or may even date back as far as the Roman Empire. Whatever the case may be, law enforcement and military challenge coins have evolved into a contemporary practice and are highly valued by recipients.

It is common practice for men and women who earn these coins through exemplary service to display them proudly to remind them the work they are doing is worthwhile. The coins also serve as a symbol of their courage and selfless service to the community.

The sheepdog symbol represents those individuals that recognize dangers in the world and are willing to defend others. Danger can take many forms and sheepdogs stand ready to protect the people they hold dear through education, selflessness, and commitment to a higher standard.
Significant Milestones

Bellevue Police Department

Partnership and positive working relationship established with the Bellevue Police Department and individual School Resource Officers based on a common understanding of roles and responsibilities in the protection of our schools, students, faculty, and staff. The improved relationship and communication laid the foundation for collaborative effort in resolving a number of incidents during the 2015-16 school year without adversely impacting the instructional process.

City of Bellevue Office of Emergency Management

Collaboration with the City of Bellevue Office of Emergency Management to enhance the capability of the District and City to manage local and regional emergencies and disasters impacting our schools. This work supports the development of the Bellevue School District Emergency Operations Center which when completed will provide the District with the ability to better manage emergencies and disasters by facilitating coordinated incident response with the City of Bellevue Emergency Operations Center.

Active Shooter and Targeted Violence Training Program

Empowering faculty and staff members to recognize a targeted violence incident in its early phases, assess options, react quickly to, and survive a targeted violence incident. The active shooter and targeted violence training program has been delivered to hundreds of faculty and staff members and is based on the Run-Hide-Fight model. Our training program introduces participants to the “survival mindset” concept and encourages mental preparedness and awareness in advance to recognize, assess, and respond effectively to critical incidents rather than living in a state of fear and powerlessness.

District Threat Assessment Process and Tool

Supporting our schools through the development and delivery of the District Threat Assessment Process and Tool. The process and tool guides threat assessment team members through the process of assessing threats, initiation of immediate response when required, and measures to identify the person(s) making the threat followed by intervention and long term management.

District Emergency Operating Procedures

Preparing our schools to respond effectively to emergencies and disasters. The district emergency operations plan (EOP) has been completely revised and optimized to serve as the foundation for planning efforts addressing emergencies and catastrophic events. The EOP is designed to act as a procedural guide contributing to the resiliency of the Bellevue School District. It is formatted specifically to assist individual schools to develop site specific EOP that comply with the district plan.

The EOP is a district-level plan and establishes parameters for all site specific emergency operating procedures throughout the district. Every facility team in the district receives support and guidance from the safety and security team in the development of their site-specific emergency operations plan to help ensure compliance with the district EOP.

Excellence is doing ordinary things extraordinarily well.
Next Generation School Safety and Security

Many traditional security programs have organized and operated under a quasi-law enforcement model with a primary focus on asset protection while lacking law enforcement quality standards, training, and equipment. This security program model also typically lacks a comprehensive understanding of the parent organization’s purpose, business strategy, and objectives. This lack of perspective creates a silo mentality preventing effective engagement with stakeholders and decision makers. The result is often times a fragmented and reactive security program unable to clearly articulate its purpose or business value returned to the greater enterprise.

Enterprise Security Risk Management (ESRM)

- ESRM is a management process used to effectively manage security risks, both proactively and reactively, across an enterprise.
- ESRM continuously assesses the full scope of security-related risks to an organization and within the enterprise’s complete portfolio of assets.
- The management process quantifies threats, establishes mitigation plans, identifies risk acceptance practices, manages incidents, and guides risk owners in developing remediation efforts.

ENTERPRISE SECURITY RISK MANAGEMENT: A HOLISTIC APPROACH TO SECURITY

ASIS International CSO Roundtable

Enterprise Security Risk Management (ESRM) is a concept developed by thought leaders in the security management community in which business principles and practices are applied to traditional security programs. The foundation of an effective security program is a clear and comprehensive understanding of the parent organization’s core business and factors that make it successful. Without this fundamental knowledge the security program cannot understand the security risks facing the organization and will fail to adequately define its own purpose and ultimately its business value.

The Bellevue School District Safety and Security Department is not a typical K-12 school security department. We have incorporated Enterprise Security Risk Management strategies and principles into the core of our business philosophy and approach to our work. Adherence to ESRM strategy and practice positions a small, dedicated team of District Safety and Security Specialists to have significantly increased organizational presence, influence, and impact on security risk mitigation efforts rather than reliance on a large force of uniformed security guards in schools. The objective of our strategy is to establish ESRM principles and practices as the standard for all district safety and security programs applied in all district schools and support facilities to effectively mitigate security risk to students, faculty and staff.

We are business people first:

Our Business is Security Risk Mitigation and Emergency Management.
Safety and Security Department Organizational Model

The Safety and Security Department is staffed by four Safety and Security Specialists and led by a department director. Each specialist is assigned a specific set of client schools and support facilities and is responsible for delivery of safety and security services to their client facilities. This model provides administrators and staff in each school with a single point of contact for safety and security service delivery.

In addition to client facility assignments each specialist has an area of expertise and is responsible for leading program development and providing support to fellow specialists in their respective skillsets. This organizational model optimizes the expertise and skills of our specialists and positions them to work individually and collaboratively to engage faculty and staff as partners in the safety and security program.

The key to successful leadership today

Is influence, not authority.

Kenneth Blanchard
Start Where You Stand – The Path to Value Strategy

Plan
Define key objectives that drive the pace, direction, and intensity associated with the build-up of the safety and security business unit strategic value and return on investment to the District.

Assess
Conduct a deep dive assessment from three perspectives: mind of the stakeholders, mind of district leadership, and mind of the safety and security business unit. The objective of the assessment process is to develop a clear picture of the risk scenarios facing the District and validate the safety and security business unit goals.

Strategize
Collaborative effort in producing a holistic view of the district enterprise and provide the safety and security team with clarity and confidence in designing strategy and tactics to optimize business unit deliverables and maximize business value returned to the district.

Build and Execute
Employ best practices; intelligent, resourceful people; and strong, collaborative teams focused on delivering measurable outcomes.

Integrate
Every stage in the path to value is integrated into a timeline illustrating the highest strategic objective and purpose of the safety and security business unit, and ties it to the purpose and mission of the district enterprise. A holistic view of the safety and security business unit evolution from inception to Next Generation Safety and Security helps ensure the business value designed is the business value realized.
Reflection and Goals

2015-16 Reflection

- Successfully established a foundation for a positive and productive relationship with our City of Bellevue law enforcement and emergency management partners
- Initiated change in organizational culture in which an archaic school security department evolves into a next generation Enterprise Security Risk Management based school safety and security business unit
- Adopted culture of service as a core, foundational element in our business philosophy, program, and service delivery methods
- Optimized Safety and Security Department work flow and process through efficient configuration of work space to facilitate both focused, individual work and team centered collaboration
- Established organizational presence within the greater district enterprise

Goals

2015-16

✓ Develop three year strategic road map – Completed
✓ Revise and deliver District Emergency Operating Procedures – Completed
✓ Produce District Emergency Operations Center Concept and Functional Design – Completed
✓ Optimize Safety and Security Department organizational structure – Completed

2016-17 Goals

☐ Develop and deliver District Emergency Operations Center process and procedure
☐ Develop and deliver district threat assessment process and tool version 2.0
☐ Produce three safety and security training video clips and make available to faculty and staff
☐ Standardize emergency preparedness supplies in all facilities across the enterprise
☐ Support school safety teams in creating site specific Emergency Operating Procedures based on District EOP
☐ Formalize Safety and Security Specialist annual training program
☐ Develop and deliver suspicious activity reporting program

The organizations that will truly excel in the future will be the organizations that discover how to tap people’s commitment and capacity to learn at all levels in an organization.

Peter Senge