

TUCSON UNIFIED SCHOOL DISTRICT

Department of School Safety and Security



Audit Response

Prepared by:

Joseph Hallums, Director

David Vildusea, Security Manager

Aurelio Aranda, Traffic Manager

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In response to the audit report that detailed observed conditions and listed them in order of perceived risk, we appreciate the thorough assessment conducted. We understand the importance of addressing the identified issues to ensure the safety and security of our school community.

We are committed to taking swift and appropriate action to rectify the identified conditions and enhance safety measures. Our response plan will include assigning responsible individuals or teams to oversee the implementation of corrective actions, establishing timelines for completion, and conducting regular progress evaluations.

We have carefully reviewed the findings and have prioritized our actions based on the order of perceived risk as outlined in the audit report. Our response to each condition is as follows:

1. **MAGNETS ON CLASSROOM DOORS:** Automatic locking mechanisms for classroom doors have been disabled.
 - a. After careful consideration and review, it has been determined that temporary magnets have been placed in the door jamb to allow access during regular operations while still enabling easy removal of the magnet to facilitate door closure and locking in emergency situations. This solution aims to strike a balance between security and convenience.
 - b. I want to assure you that the decision to place the magnets on the classroom door frames (not considered fire-doors) was not made arbitrarily. It was thoroughly evaluated and approved by the State Fire Marshal's Office to ensure compliance with fire safety regulations and to meet the specific needs of our facility.
 - c. The use of temporary magnets provides a practical approach that allows for efficient access to classrooms during normal operations while ensuring that the doors can be locked promptly in emergency situations. This solution aligns with the recommendations and guidelines provided by the Fire Marshal's Office.

2. **EMERGENCY PREPAREDNESS AND PLANNING:** The district has limited guidance for employees who work off-site, in an office setting, or inside a classroom.
 - a. TUSD School Safety is dedicated to ensuring the safest schools possible and has implemented industry best practices and has invested in continuous improvement. Such initiatives include our District Emergency Operations Plans, our class-room quick guides and our Interscholastic Emergency Response Plans.
 - b. Last school year, TUSD School Safety began providing emergency response training and planning to our various support sites including Transportation, Food Services, District Offices and others. TUSD School Safety is currently working with True North Logic to place these trainings online so any employee can access this information at any time.
 - c. TUSD has a comprehensive, high-quality Emergency Operations Plan that encompasses both functional and threat-specific annexes. This document is continually revised to ensure it is up to date. School Safety does recognize that this document is not as accessible to TUSD Staff as it should be therefor, with other revisions made to our employee-only site, we will be adding a link to take any TUSD staff member to the EOP for review.

3. **OFFICER PROTECTIVE GEAR:** Armed officers are not equipped with body armor/vests.
 - a. At TUSD School Safety, we prioritize the safety of our school communities by providing our employees with high quality training and equipment. As part of our continuous improvement efforts, a Uniform Review Committee was established last year, consisting of security staff, training staff, TUSD Risk Management, and a member of the current TUSD Governing Board.

- b. Based on the valuable recommendations put forth by this committee, we have made some important changes. One such change is transitioning from a tan shirt with a badge to a gray shirt adorned with our department patch. This modification aims to improve the visual distinction between School Safety Employees and regional law enforcement agencies, specifically the Pima County Sheriff's Office.
 - c. Additionally, the committee recommended the adoption of an exterior ballistic vest carrier, complete with ballistic panels. This decision stems from the committee's recognition that arming our School Safety Officers necessitates providing them with an added layer of protection against potential gun violence. We acknowledge that these vests are both costly and tailored to each officer's specifications. Nonetheless, School Safety is committed to making a significant financial investment in acquiring these vests. This was our top priority on the capital request for the fiscal year 2023-2024, and we are grateful that district leadership recognized the importance of this investment and granted the additional resources required to enhance the safety of our employees.
 - d. By implementing these changes and investing in the well-being of our employees, we aim to maintain a secure environment where everyone can thrive. We remain dedicated to staying at the forefront of school safety measures and will continue to prioritize the best interests of our school communities.
- 4. INCIDENT REPORTS AND CALL LOGS: The department was unable to provide physical or electronic copies of their Safety and Security incident reports, incident back-ups, and call logs.
 - a. Early in fiscal year 2022-20-23, the TUSD School Safety transitioned to a new computer aided dispatch and report writing system. This system is not only more efficient and accurate, but it will also allow the department to mine more data for smarter approach to resource deployment. Unfortunately, during the cyber-attack experienced in early 2023, much of the data was compromised and subsequently lost. This loss exposed our vulnerability and need for a more robust back-up system. Therefore, TUSD has made the financial investment to place all School Safety Records on "the cloud." By doing this, the information is automatically backed up by the vendor and is better protected.
- 5. SUPERVISION OF THE KEY CONTROL PROGRAM: The Key Control Program lacks proper supervision, guidance, training, and adequate internal controls.
 - a. TUSD School Safety is currently evaluating our district key distribution system with hopes of implementing a more effective system soon. The work on this extensive project is just getting started and, due to scale, will likely take time to implement.
- 6. INTEGRITY OF DATA AND INFORMATION: The Key Control Program contains inaccurate records of its inventory.
 - a. (Please see response to number 5).
- 7. INVENTORY OF ASSETS AND ASSIGNED EQUIPMENT: The department does not currently maintain a list of taggable assets and has a limited list of its assigned equipment.
 - a. TUSD School Safety is committed to holding the department, and individuals, accountable for the resources provided by the District. We will be reviewing its current process in tracking equipment to ensure that all equipment is accounted for.

8. UTILIZATION OF RESOURCES: Investment of time and resources by Traffic Safety Supervisors to administer tests for bus driver trainees trained by the Transportation's department school bus driver program.
 - a. To enhance the collaborative efforts between Transportation and Traffic Safety and improve the certification process for new bus driver trainees, the following steps will be taken:
 - i. Mock 3rd Party Testing: Traffic Safety Supervisors will conduct mock 3rd party tests on the transportation CDL trainers at each transportation center. This initiative aims to provide Traffic Safety with a comprehensive assessment of the training program, highlighting any areas of improvement or potential pitfalls.
 - ii. Evaluation of Curriculum Delivery: There will be a focus on evaluating the delivery of the curriculum and the subject matter during classroom instruction for trainees. At the conclusion of each instruction block, an evaluation will be conducted, and the instructor will receive a constructive critique. This feedback will serve as valuable data to enhance and refine the training program.
 - b. By implementing these measures, we aim to enhance the overall quality of the training program and ensure that trainees are adequately prepared for their 3rd party certification. The collaborative efforts between Transportation and Traffic Safety will play a vital role in identifying areas for improvement and providing valuable feedback to enhance the training experience for new bus driver trainees.

9. MISSING INFORMATION: Provided "Video Pull Records" log, from the Alliance System, were missing pertinent information.

We recognize the importance of maintaining comprehensive and accurate records regarding video pulls. By implementing these improvements, we aim to enhance the efficiency and effectiveness of our video retrieval processes and ensure that all relevant information is properly documented.

- a. Relevant details not included in the "Video Pull Records" log from the Alliance System have been identified. To address this, the following information will be added to the matrix in the future:
 - i. The matrix will include the call number generated from Dispatch, providing information about the nature of the call, the school involved, the bus number, the driver, the bus monitor, and the requester of the video. Previously, the date when the officer pulled the video was not documented and will be included.
 - ii. We are committed to improving the system for documentation to ensure that all necessary information is accurately recorded in the future.
 - iii. Unfortunately, the current video files are too large to be downloaded directly onto the Alliance System, therefore they are stored in a drive folder. We will be reviewing this process and coordinating with Technology Services and the Transportation Department to see if a better process can be implemented.

- b. In discussions between the Transportation Department and Traffic Safety Unit, it was agreed that video pulls should meet specific criteria*, which include:
 - i. Criminal nature
 - ii. Violation of Governing Board policy
 - iii. Student misconduct
 - iv. Accident/collision investigation

**These criteria serve as guidelines for determining when a video pull is appropriate and align with the requests for information regarding the who, why, where, what, and how.*

10. SUPERVISOR'S EMPLOYEE FILES: Some supervisor files, for employees, did not include copies of required documents.
 - a. TUSD Human Resources will be contacted to obtain exactly what information should and should not be in department-held employee files. Once identified, all employee files will be audited to ensure compliance with these requirements.
11. LIMITED COMMUNICATION AND COLLABORATION: Limited communication and coordination within the School Safety Department and with other departments.

Limited communication and coordination within the School Safety Department and with other departments have been identified as a district-wide problem. To address this issue and foster improved collaboration, the following steps will be taken:

- a. Establish Communication Channels: Clear communication channels will be established within School Safety and with other departments. This may include regular departmental meetings, interdepartmental collaborations, and the use of communication tools such as email, video conferencing, instant messaging platforms, or project management software.
- b. Enhance Interdepartmental Collaboration: Efforts will be made to foster better collaboration between the School Safety and other departments. This can be achieved through joint training sessions, cross-departmental projects or committees, and shared resources or information.
- c. Develop a Communication Protocol: A comprehensive communication protocol will be developed to outline expectations, procedures, and channels for effective communication. This protocol will serve as a guide for all staff members, ensuring consistent and efficient communication practices from the department throughout the district.
- d. Improve Information Sharing: Strategies will be implemented to enhance information sharing between departments. This may involve the use of centralized databases, shared documentation platforms (SharePoint), or regular updates and reports on relevant activities or initiatives.
- e. Encourage Cross-Departmental Participation: Opportunities for cross-departmental participation will be encouraged and promoted. This can include joint training sessions, workshops, or task forces where representatives from different departments collaborate on shared goals or projects.
- f. Foster a Culture of Collaboration: A culture of collaboration will be fostered by promoting open communication, encouraging teamwork, and recognizing and celebrating successful interdepartmental collaborations. This will help create an environment where effective communication and coordination are valued and prioritized.

By implementing these measures, we aim to address the issue of limited communication and coordination within School Safety and with other departments. By fostering improved collaboration, we can enhance the overall effectiveness and efficiency of district-wide operations and better serve the needs of the school community.

12. RECORD RETENTION: The department does not currently have or maintain a record retention schedule.

After carefully reviewing the situation, the department does not currently possess or maintain a record retention schedule. However, it follows guidelines set forth by TUSD as adopted from the Secretary of State version named Common Types of TUSD Records for Destruction Retention Schedule #, Records Series #, and Retention Period.