Program Evaluation Monitoring Report   Special School District
Report 2, 2018-19

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Overview of Program Monitoring

Program monitoring is the systematic and continual observation and recording of key program aspects (Malone et al., 2014). The data gathered through program monitoring is used to appraise whether a program is on track to meet its expected outcomes. Frequent, intermittent assessment of program implementation and outcomes provides leaders and program administrators with timely information and performance feedback that can guide programmatic decisions. For many SSD programs, including those for which evaluation is required by MSIP-5, monitoring of activities, action plans, and key outcomes represents an efficient and actionable approach that is preferable to less frequent, more in-depth evaluation. Effective program monitoring is contingent upon a well-developed program plan that clearly defines program mission, resources and activities, goals and objectives, and expected outcomes. As one component of program monitoring, it is recommended that some form of voice of customer (VOC) feedback be solicited at minimum annually. When monitoring indicates that a program is consistently failing to meet expectations, an in-depth evaluation or some other corrective action may be recommended.

High quality program monitoring requires the identification and specification of outcomes, indicators, measures, benchmarks, baseline, and targets. The following definitions of these components are adapted from Malone, Mark,& Narayan (2014).

> *Outcome*: An expected result in an individual's behavior, knowledge, or skills, or the change in practices or policies attained as a result of participation in an activity or program. In other words, what is expected to happen as a result of a program.

> *Indicator:* An observable and measurable behavior or finding used to understand information about complex systems. Indicators are used to show whether progress is being made and the extent to which outcomes are being achieved.

> *Measure*: An instrument, device, or method that provides information, often quantifiable data, on an outcome/indicator. A measure, or metric, provides data that allows for judgments regarding the progress and goal achievement.

> *Benchmark*: A standard against which a program's results and progress can be compared. Often performance by similar groups, programs, or organizations can serve as a benchmark.

> *Baseline*: The level of performance indicated by a measure prior to the implementation of a program or intervention. Baseline is used as one reference point for measuring future progress.

> *Target*: A desired value or level of a measure at a specified time in the future. The target is a measurable result being sought. Actual progress is measured against the target to determine achievement of program outcomes.

These abbreviated reports review performance data from the previous fiscal year (as well as the current fiscal year, if available/applicable) for programs designated by DESE and/or the District as requiring at minimum a biennial evaluation. Monitoring results for all programs will be provided to the Board of Education across several separate reports submitted throughout the year.

Safety and Security

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Summary and Recommendations

A variety of initiatives have been undertaken in recent years to enhance safety and security including installation of a card access system at Central Office, addition of security officers at schools and Central Office, improvements to communications capabilities, and an expanded security camera system, among others.

Per District-wide survey results, agreement among teachers and paraprofessionals that they are safe in their schools has declined over three years, dipping below 90% in 2018. This undesirable trend in staff perceptions may be associated with U.S. school shooting incidents that occurred in spring of 2018 and were highly publicized, as well as SSD initiatives to train educators in crisis response (e.g., active shooter procedures) that heighten perceptions of risk.

Students and parents appear to perceive SSD-managed schools as safe settings as evidenced by agreement with survey items such as "I feel safe in this school" exceeding 90%, although agreement fell below the ambitious goal of 95%, and parent agreement with the item has declined over three years. The percentage of students responding in the affirmative to the safety item has marginally increased over three years.

Workmen's compensation claims among staff who work at SSD schools and sites declined from 2014 to 2017 but experienced a sharp increase in 2018. The 2018 increase was concentrated among staff who work in school/instructional settings (as opposed to operational settings, where claim rates have modestly declined). The approach of the workmen's compensation committee to analyzing workplace injury trends is becoming increasingly systematic.

Audit data suggests that unsafe conditions and the presence of safety hazards at SSD schools and buildings have decreased over three years.

New action plans were developed that focus on addressing issues identified in the evaluation and further enhancing the District's capacity for effective incident response.

New Action Plans Required as a Result of Evaluation Findings (previously-developed action plans will remain in effect unless identified as complete):

1. Coordinate with SSD's Executive Leadership Team to determine need for further study of workplace conditions potentially contributing to climate survey result indicating decreasing perceptions of safety. If deemed necessary, solicit additional perception data (likely qualitative) and develop a plan to address identified concerns on the basis of those findings. (Objective 1.1)

  Anticipated Date of Completion: June, 2019

2. Coordinate with the workmen's comp committee to better understand possible factors contributing to the 2018 increase in injury claims among staff assigned to SSD schools and instructional settings. Develop new and/or adjust existing workplace injury prevention measures to address hypothesized causes. (Objective 1.2)

  Anticipated Date of Completion: December, 2018

3. Expand security camera systems to the career technical schools and Litzsinger school. (No associated objective)

> Anticipated Date of Completion: December, 2018

4. Complete design of and implement a process for efficiently transferring relevant safety audit corrections to the facilities department work order system. (Objective 3.1)

> Anticipated Date of Completion: December, 2019

5. Further enhance emergency preparedness through installation of an Incident Command Structure and tabletop incident exercises.[1] (No associated objective)

> Anticipated Date of Completion: June, 2020

6. Develop a process for "after action" reviews/debriefs to analyze effectiveness of response to crises and identify opportunities for improvement. Process outline should clearly define event types to which such reviews apply. (No associated objective)

> Anticipated Date of Completion: June, 2019

Brief Program Description

The mission of the Safety and Security Program is to promote a safe and secure working environment for the students, staff, and general public in all SSD buildings. This is done through adoption and implementation of policies and procedures that are realistic and workable. The program mission is fulfilled by establishing environmental conditions that reduce accidents, unsafe behavior, and incidents of violence and injuries, and through fostering a culture of safety among students and staff. The program initiates and coordinates school safety programs and drills in all buildings, using an "all-hazards" approach to safety, security, and emergency preparedness. Each SSD building has its own unique safety and security response plan.

Program staff conduct audits to identify and correct hazardous conditions in SSD buildings, and coordinate safety activities with partner districts. Staff also coordinate with the Insurance and Benefits department to conduct post-accident investigations and perform root-cause analyses to understand contributing factors and reduce the risk of recurrence. The deployment of off-duty police officers is an important element of security for SSD buildings, as is controlled access to buildings. Off-duty police officers provide an on-site security presence in every SSD school. A robust video security system throughout the District helps monitor safety and security; by the end of 2018-19 there will be approximately 600 video cameras installed throughout SSD buildings and schools. SSD Central Office is secured by electronic-key entry systems as of summer 2018. The new SSD learning center site scheduled to open in spring of 2019 will also be equipped with a card access entry system.

The key, broad goals of this program include:

1. Promote initiatives that encourage staff well-being and a safe climate.
2. Provide safe and appropriate facilities to meet students' needs.
3. Improve safety and security in SSD buildings for the benefit of both students and staff.

Please consult the Safety and Emergency Response Program Plan for a detailed description of this program and its intended outcomes. Program Plans are available through the SSD Department of Evaluation and Research.

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[1] Tabletop exercises are activities intended to generate discussion around various issues regarding a hypothetical, simulated emergency (FEMA, 2013). An incident command structure/system is a standardized emergency management framework designed to provide an organizational structure for agencies responding to an incident or event.

A biennial report of the progress and status of the Safety and Emergency Response program is required under Board Policy IM. The most recent full/comprehensive evaluation of this program was approved by the Board on April 14, 2015.

Action Plans From Most Recent Evaluation/Monitoring Report(s)

Action Plan 1: Design requirements for data system to collect safety data from relevant stakeholders digitally.

> Status of Action Plan: Initiated design of an electronic audit form using the Qualtrics system. Development of the system remains a work in progress.

Action Plan 2: Include data from workers compensation in the design of the data system for early detection of safety issues.

> Status of Action Plan: The worker's compensation committee currently reviews workplace injury data for patterns.

Action Plan 3: Continue efforts to collaborate and share data with partner districts.

> Status of Action Plan: Worker's compensation/injury claim data is shared with SSD administrators in partner district assignments.

Action Plan 4: Implement injury follow-up process in partner districts.

> Status of Action Plan: Insurance and benefits has established tiered post-accident investigation process. The safety/security administrator coordinates with other SSD administrators to implement an appropriate response to injury claims or safety/security concerns. In some cases the SSD safety/security administrator will coordinate directly with the partner district to address a concern.

Action Plan 5: Explore possibility of tracking specific information about injuries caused by students that does not violate privacy guidelines but gives useful information for preventing injuries.

> Status of Action Plan: Worker's compensation committee review includes analysis segmented by student-related and non-student-related claim type, by location, by job type, etc. Depth of analysis has increased over recent years.

Action Plan 6: Continue to work with key stakeholders to develop a culture of safety.

> Status of Action Plan: Safety and security staff continue to implement processes such as safety audits, emergency drills, staff preparation for crisis response, placement of police officers and security guards in all buildings, expansion of camera systems, installation of card access, etc. that contribute to a culture of safety.

Action Plan 7: Gather data on purchase and use of student lifts and correlate to injury reports.

> Status of Action Plan: New construction and renovation designs for SSD buildings have incorporated mechanical lifts as a safety measure. Targeted analysis of the relationship between lift installation and associated injuries remains a challenge.

Action Plan 8: Implement digital data collection system.

> Status of Action Plan: Initiated design of an electronic audit form using the Qualtrics system. Developmental of the system remains a work in progress.

Action Plan 9: Implement data sharing with partner districts collaborating on safety and security issues.

> Status of Action Plan: Workers compensation/injury claim data is shared with SSD administrators in partner district assignments. The safety/security administrator coordinates with other SSD administrators to implement an appropriate response to injury claims or safety/security concerns. In some cases the SSD safety/security administrator will coordinate directly with the partner district to address a concern.

Action Plan 10: Continue to cultivate the culture and practice of safety.

> Status of Action Plan: Safety and security staff continue to implement processes such as safety audits, emergency drills, professional learning on crisis response, placement of police officers and security guards in all buildings, expansion of camera systems, installation of card access, etc. that contribute to a culture of safety.

In addition to the above, since the previous evaluation the Safety and Security program has completed actions including:

- The addition of a part-time security officer at the central office four evenings per week.
- Added a security officer at Ackerman School. All seven SSD schools now have at least one police officer providing security every school day.
- Expansion of new parking lot lights at SSD Central Office.
- Expanded the camera system in the new addition at Southview school.
- Rekeying of all locks and doors at the Central Office.
- Established a chemical hygiene program at the Tech Schools.
- Implemented bite guards for all SSD school staff where applicable.
- Installed and developed a process for using a conference call line for the District.
- Enhanced interoperable communications capability, including radios and a Central Office emergency telephone system.
- Installed and implemented a card access system at the Central Office.
- Expanded the workers compensation post-accident investigation process across the county (coordinated through the workers compensation committee).

Descriptive Program Data

Safety program staff include the Director of Safety and Security and a half-time Safety and Security Coordinator. SSD employs approximately 50 hourly off-duty police officers to provide school security.

Technology resources of the department include more than 500 cameras throughout SSD schools and buildings, a Visitor Management System (Raptor) in all SSD schools and Central Office, and over 170 two-way radios that enhance communication capability between SSD schools and Central Office.

Total Program Cost and Cost Effectiveness

The Safety and Security budget for the 2018-19 school year is $812,237. Principal costs include salary and benefits, professional/technical services, and technology equipment.

Monitoring Results

Voice of Customer Assessment

Voice of customer results in the form of district survey feedback are discussed below. Safety staff receive additional communications from stakeholders through the District's Let's Talk platform. Twenty-one safety/security interest area

"dialogues" had been received over the previous two years as of August 2018. Customer ratings of responses have been largely positive, and response to issues has been timely.

Objective 1.1: Provide a safe work environment for our staff.

Measure: Percentage of staff who respond "agree" or "strongly agree" to the District Climate Survey item, "I am safe at my school" (Teachers and Paraprofessionals).

Performance Target: 95% (based on core values)
Other Comparative Benchmark(s) (if appropriate/applicable):
*Monitoring Schedule:* Annual (climate survey is administered in spring)

Results: Results across four employee segments are pictured in the figure below. Response counts appear in an appendix. Results for the Climate Survey item "I am aware of safety and security procedures at this school" are also provided (this item appeared on the survey beginning in school year 2017).

The target for this measure was not met. Staff have expressed lower agreement with the survey item reflecting perceptions of safety in the school setting each of the last two years, with a fairly marked decline in 2018. Overall agreement among teachers and paraprofessionals was 85.8% in 2018. Across partner district assignments, agreement with the item fell at or above 80% with the exception of two districts, Normandy (49%) and Riverview Gardens (48%), for whom agreement with the item was much lower. SSD buildings where agreement fell below 80% included Neuwoehner (78%), Litzsinger (77%), North Tech (74%), South Tech (72%), Bridges (72%), and Northview (63%).

Whether this trend reflects the environmental conditions, practices, and policies in the schools where SSD educators work is unclear. Lower perceptions of safety may have been influenced by highly salient school violence events that occurred in close proximity to the survey administration. Efforts to raise awareness of and prepare staff to respond to security events such as armed intruders may also cause SSD educators to feel *less* safe if they contribute to perceptions that such events are more likely (in fact, some intruder preparedness training conducted at schools in spring of 2018 coincided with the district climate survey administration window).

Perceptions of Safety Among SSD Teachers and Paraprofessionals Have Declined
SSD Climate Survey Results Over 3 Years
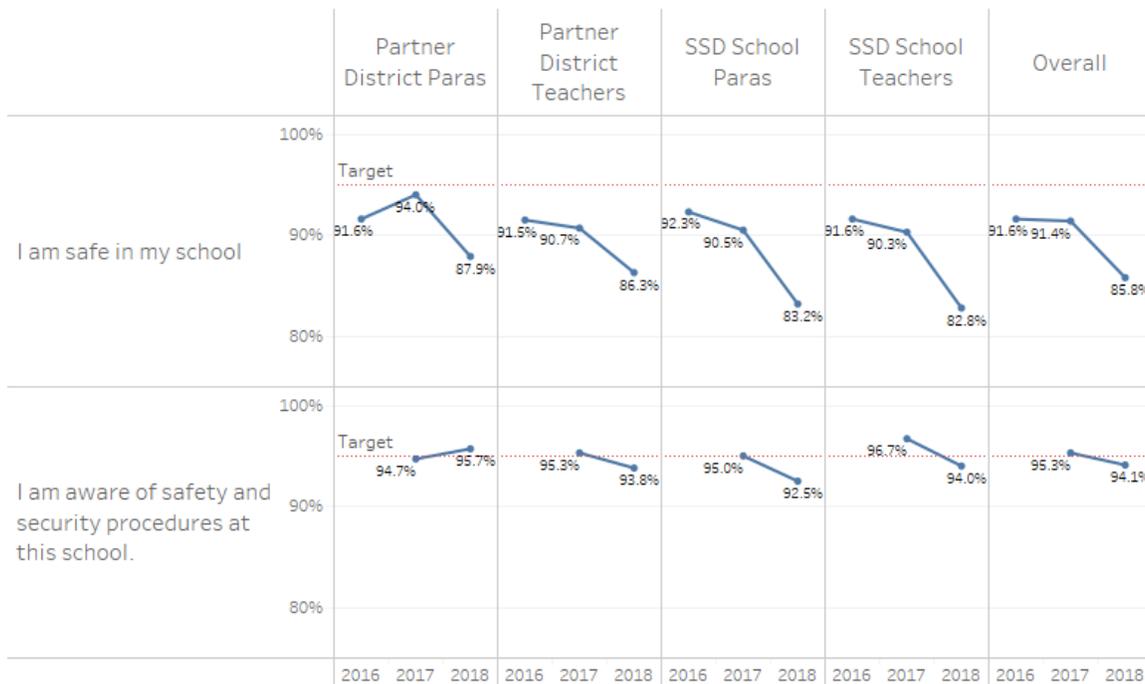
Objective 1.2: Reduce the overall incidence of workplace accidents and injuries.

Measure: Annual number of Worker's Compensation claims in SSD-managed buildings.
*Performance Target:* Annual decrease
Other Comparative Benchmark(s) (if appropriate/applicable): None available at this time.
Monitoring Schedule: Twice per year

Results: Results appear in the chart below. Here claims serve as a proxy for injurious events. The overall rate of claims originating from SSD buildings declined from 2014 to 2017 in both school/instructional and operational settings, but spiked among staff who work in school/instructional settings in 2018. Although the 2018 result could be an anomaly, hypotheses for the 2018 uptick proposed by the Worker's Compensation Committee included an improved awareness and understanding of Worker's Compensation processes among instructional administrators following post-accident investigation trainings that were provided over summer of 2017, increased job-related stress among staff (per anecdotal reports), and the growing number of students who present with significant needs.

Injury Claims Have Trended Down but Spiked for School/Instructional Settings in 2018
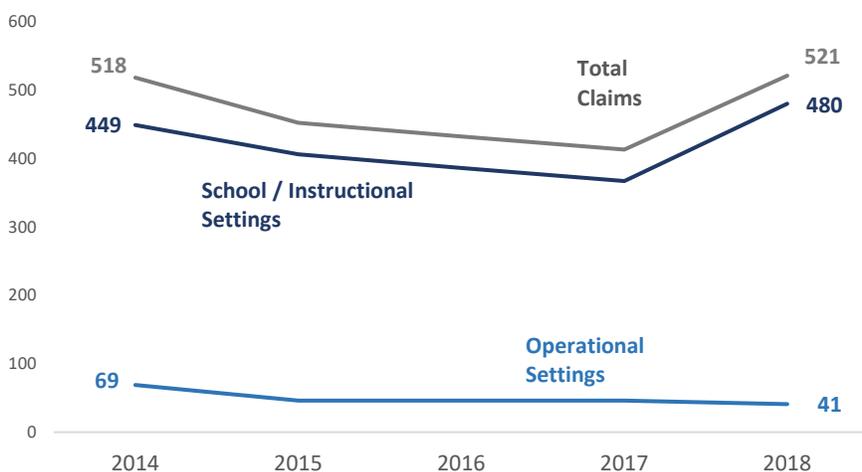
Note. Excludes partner district sites and district-wide assignments; operational settings include garages (and by effect busses), distribution center, learning center, and central office. Excludes "Incident only" reports that require no medical attention.

Objective 2.1: Provide a safe environment for our students.

Measures:
(a) Percentage of students who respond "agree" or "strongly agree" to the District Climate Survey item, "I feel safe in this school."
(b) Percentage of parents who respond "agree" or "strongly agree" to the District Climate Survey item, "My child is safe at school."

Performance Targets:
(a) 95% (based on core values)
(b) 95% (based on core values)

Other Comparative Benchmark(s) (if appropriate/applicable): None available
Monitoring Schedule: Annual

Results: Results are pictured below. Respondent counts and response rates are provided in the appendix (parent response rate to the climate survey tends to be low). Percent agreement fell below the ambitious target level of 95% in 2018. However agreement among both students and parents that SSD schools are safe continues to exceed 90%. Parent agreement has declined marginally over three years while student agreement has slightly increased.

Perceptions of Safety at School
Student and Parent Climate Survey Results
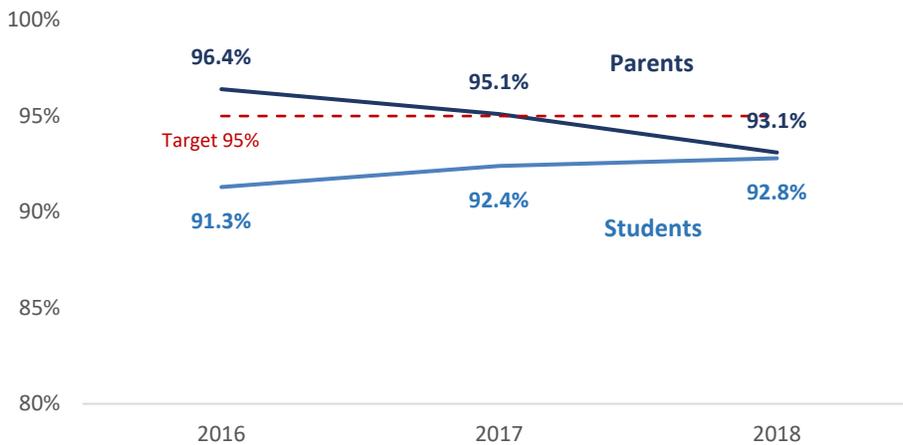
Note. Student results represent percent of students expressing agreement with survey item, "I feel safe in this school." Parent results represent agreement with survey item, "My child is safe at school."

Objective 3.1: Identify and correct unsafe conditions in all SSD buildings.

Measure: Number of safety exceptions/corrections[2] identified in safety audits.
Performance Target: Annual decrease
Other Comparative Benchmark(s) (if appropriate/applicable): Not applicable
Monitoring Schedule: Three occasions per year.

Results: The target for Objective 3.1 was met. Audit data indicate that safety exceptions have declined over 3 years, suggesting that environmental conditions are becoming increasingly safe for students and staff. A table displaying results is provided below.

Safety Exceptions/Corrections

School Year	Count of Exceptions	Average Exceptions Per Audit
2017-2018	172	13.2
2016-2017*	211	16.2
2015-2016	341	28.4

*Only two audits were conducted in 2016-17.

Ongoing Evaluation Planning: (select all that apply)

☒ **Continue to monitor using same metrics and schedule.**
☐ **Revise evaluation indicators and metrics.**
      Proposed revisions: _____
☐ **Conduct an in-depth evaluation.**
      Estimated month/year the evaluation is to be completed: _____
☐ **Revise the program description/plan.**
☐ **Other action(s) for improvement:** _____

Rationale for Selection(s): Current evaluation measures remain appropriate.

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[2] A safety exception is defined as an environmental condition or potential hazard that has been deemed unsafe for students, staff, or visitors.

Appendix: Survey Response Data

Staff Climate survey item, "I am safe in my school."

Group	2016 Percent Agree	Count	Resp. Rate	2017 Percent Agree	Count	Resp. Rate	2018 Percent Agree	Count	Resp. Rate
SSD School Teachers	91.6%	370	69.9%	90.3%	361	68.0%	82.8%	354	64.3%
Partner District Teachers	91.5%	1,517	73.4%	90.7%	1436	68.3%	86.3%	1225	58.3%
SSD School Paras	92.3%	155	44.2%	90.5%	179	47.5%	83.2%	161	41.2%
Partner District Paras	91.6%	585	42.2%	94.0%	563	39.9%	87.9%	420	30.4%
All Teachers/Paras	91.6%	2627	--	91.4%	2539	--	85.8%	2160	--

Staff Climate survey item, "I am aware of safety and security procedures at this school."

Group	2017 Percent Agree	Count	Resp. Rate	2018 Percent Agree	Count	Resp. Rate
SSD School Teachers	96.7%	359	68.0%	94.0%	350	64.3%
Partner District Teachers	95.3%	1434	68.3%	93.8%	1217	58.3%
SSD School Paras	95.0%	179	47.5%	92.5%	161	41.2%
Partner District Paras	94.7%	563	39.9%	95.7%	420	30.4%
All Teachers/Paras	95.3%	2535	--	94.1%	2148	--

Student/Parent Climate survey items, "I feel safe in this school" and "My child is safe at school."

Group	2016 Percent Agree	Count	Resp. Rate	2017 Percent Agree	Count	Resp. Rate	2018 Percent Agree	Count	Resp. Rate
Students	91.3%	1167	49.3%	92.4%	1118	48.6%	92.8%	666	29.1%
Parents	96.4%	219	15.4%	95.1%	288	16.4%	93.1%	241	12.6%