



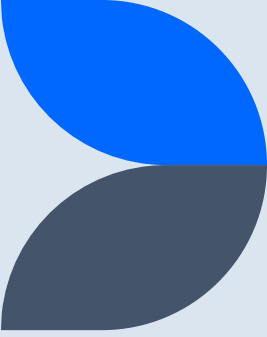
Risk and Reputation

The Authorizer's Role in Managing School Safety and
Public Trust

Presenter: **Debra Bele** – Director, FACSA Board;
Compliance Specialist, School District of Osceola
County
Florida Charter School Conference + School Choice
Summit
Contact: debra.bele@osceolaschools.net

Session Objectives

- Clarify the authorizer's **legal and contractual** role in safety oversight.
- Embed safety expectations in **contracts, monitoring, and renewals**.
- Use **checklists, review questions, and a risk framework** to assess readiness without micromanaging.
- Protect **students first** while safeguarding the district and school reputation.



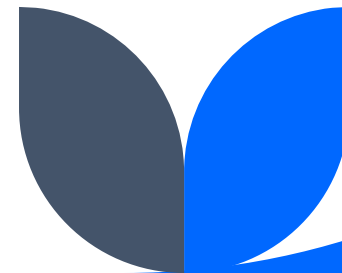
Why Safety Is an Authorizer Issue

Student safety is foundational to public trust.

Statutory obligations exist for emergency policies, drills, safe-school officers, and risk assessment tools.

Reputational risk: One incident affects the district, governing boards, and community.

Oversight does not equal operations: we monitor and support, and schools implement.





Oversight vs. Operations (Guardrails)

Authorizer (Sponsor) Responsibilities

- Monitor compliance with law, rule, and contract.
- Review safety plans/policies and evidence of implementation.
- Conduct site visits, high-stakes reviews, and renewal evaluations.

School (Operator) Responsibilities

- Operate the school; implement safety measures and training.
- Maintain incident reporting, drills, and safe-school officer coverage.
- Ensure staff screening and vendor background checks.



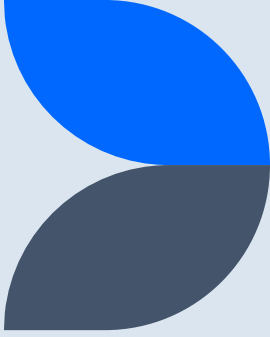
What Good Safety Oversight Looks Like

1. Plan quality: Comprehensive emergency operations plan (EOP) with annexes (active assailant, reunification, communications, mental health, continuity).
2. Systems: Safe-school officer assigned; mobile panic alert in place; threat assessment processes; SESIR reporting.
3. Practice: Drill schedules, staff/student training logs, after-action reviews.
4. Evidence: FSSAT completion with remediation steps; board minutes reflecting safety updates.

Risk & Reputation: Common Failure Points

- Paper compliance without lived practice (drills, training, AARs).
- Gaps in safe-school officer coverage (absences, field trips, after-care).
- Incomplete or outdated EOPs (no reunification site partners, outdated contact trees).
- Under-reporting or mis-coding SESIR incidents.
- Vendor screening lapses and visitor management weaknesses.

School Safety Monitoring Checklist (Authorizer)



Pre-Opening/Annual

- Safe-school officer option selected; MOUs/agreements on file; coverage schedule documented.
- Mobile panic alert system implemented and tested; integration verified.
- EOP current (signed/dated), with annexes: active assailant, reunification, comms, mental health, continuity, severe weather, medical.
- Threat assessment team roster; training credentials; meeting cadence; case documentation process.
- Drill calendar (fire, active assailant/exercise, severe weather); logs and AARs.
- SESIR protocols; incident logs; law enforcement reporting documentation.
- Staff & vendor level-2 screening processes; visitor management procedures.
- FSSAT completion; findings tracked to corrective actions with owners/dates.
- Governing board oversight: safety items as standing agenda; periodic reporting.

Sample Plan Review Questions (for EOP & Practice)

Governance: Who approves the EOP? When was it last updated? How are they updated, communicated, and trained?

Active Assailant: What is the response protocol? How often do you conduct scenario-based drills? What did your last AAR change?

Reunification: What off-site locations are secured? How will you notify families? How is student release verified?

Threat Assessment: Who's on the team? What tool/process is used? How are cases triaged, tracked, and closed?

Panic Alert: How is the system tested? What is your failover if connectivity is lost?

Officer Coverage: Show daily coverage schedules, sub coverage, and after-hours/event plans.

Training: Provide staff/student training rosters and content; onboarding vs. annual refreshers.

Reporting: Walk through your SESIR coding and law enforcement notification workflow.

FSSAT: What priority risks did you identify and what corrective actions are underway?

Authorizer Safety Risk Assessment Framework



Domains & Indicators (Score 1-4)

1. Prevention & Preparedness – EOP completeness; training cadence; community partners.
2. Protection & Deterrence – Access control, visitor management, surveillance, officer coverage.
3. Response – Drill proficiency; ICS roles; panic alert readiness; reunification playbooks.
4. Reporting & Recovery – SESIR accuracy/timeliness; AARs; mental-health supports; continuity.

Outputs

- Heat map of risks by school; time-bound corrective action plans; follow-up cadence (30/60/90 days).



Embedding Safety in the Charter Lifecycle



Pre-Opening: Verify officer selection, EOP, panic alert, training plan, and initial FSSAT.



Ongoing Monitoring: Desk reviews plus site visits using the checklist; track actions.



High-Stakes Review: Evaluate multi-year evidence (drills, SESIR data, AARs, FSSAT).



Renewal: Include safety performance and risk profile in the evaluation narrative and conditions.

Documentation & Evidence That Matters



Signed, dated EOP plus annexes; distribution log.

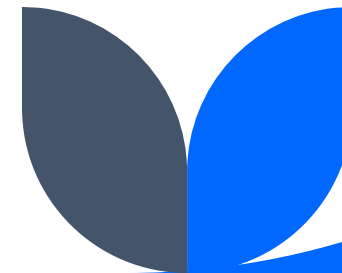
Officer roster, schedules, and coverage MOUs.

Drill calendars, rosters, injects, AARs, and improvement tracking.

SESIR incident files with coding justification and LE notifications.

FSSAT reports with corrective actions; board minutes reflecting oversight.

Level-2 screening records and vendor attestations.

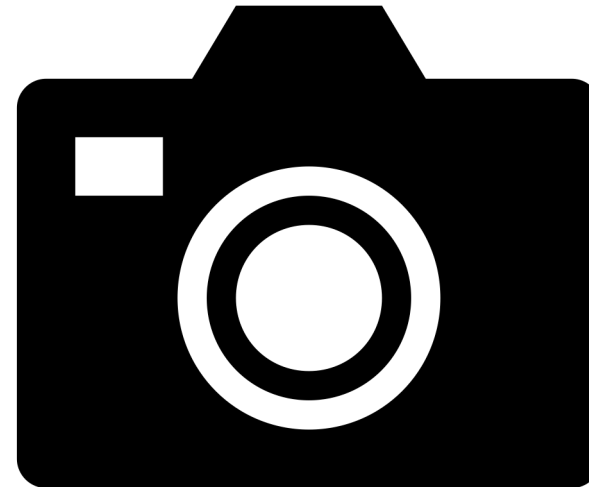


Collaboration Without Micromanagement

Set	Set clear expectations up front; use standard tools.
Offer	Offer technical assistance and model templates.
Require	Require corrective action plans with owners/dates – not prescriptive methods.
Keep	Keep communication channels open among leaders, safety officers, and boards.

Case Snapshots (Anonymized)

- Drill Gap to Rapid Fix: Missed scenario drills; instituted quarterly table-tops; AARs closed gaps in comms.
- Officer Coverage Risk: Lunch/arrival uncovered; created staggered schedules and back-up officer plan.
- SESIR Coding Errors: Retraining with exemplars; instituted pre-submission review by admin and SSO.



Call to Action



**ADOPT THE CHECKLIST, REVIEW
QUESTIONS, AND RISK
FRAMEWORK.**



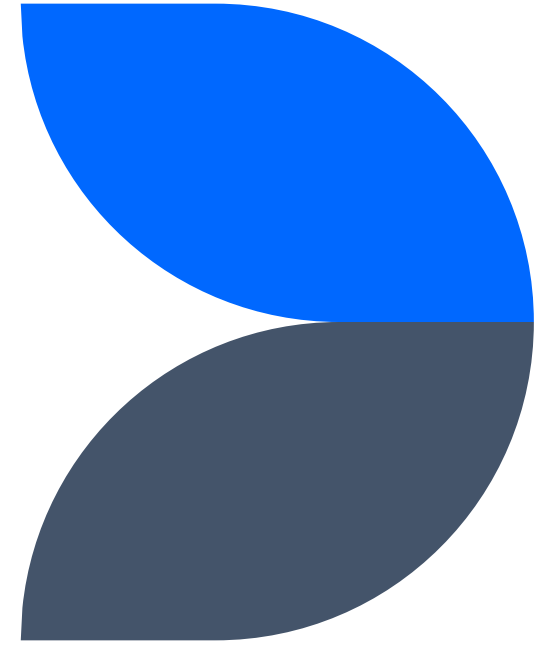
**BAKE SAFETY INTO
MONITORING CALENDARS AND
BOARD AGENDAS.**



**MAKE CORRECTIVE ACTION
TRACKING ROUTINE,
TRANSPARENT, AND TIME-
BOUND.**



Q&A





Handouts

- A. School Safety Monitoring Checklist
- B. Sample EOP Review Questions List
- C. Authorizer Safety Risk Assessment Rubric and Heat Map Template



Debra Bele – Director, FACSA Board;
Compliance Specialist, School
District of Osceola County
Florida Charter School Conference +
School Choice Summit
Contact:
debra.bele@osceolaschools.net

