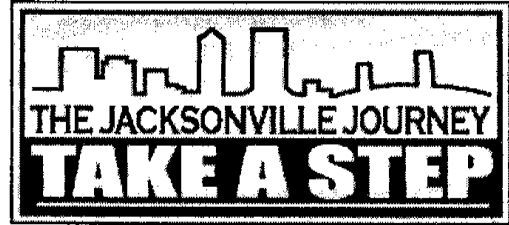




**Education, Truancy, Dropout & Literacy Subcommittee  
School Security Workgroup  
02/29/08**

This packet contains handouts that were distributed at the School Security Workgroup of the Education, Truancy, Dropout & Subcommittee meeting on February 11, 2008 and includes the following items:

- Memo from Skip Cramer (Chair) to School Security Workgroup, re: draft recommendations as of 2.28.08
  
- Table, School Security Workgroup—Problem Matrix



# Memo

**To:** School Security Working Group  
**From:** Skip Cramer, SSWG Chair  
**CC:** Renee Brust, City of Jacksonville Liaison  
**Date:** 2/28/2008  
**Subject:** School Security Working Group Draft Recommendations as of 2/28/08

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The School Security Working Group met Wednesday, 20 February. The following reflects five draft recommendations approved at that meeting for submission to the Education, Truancy, Dropout and Literacy Subcommittee.

In addition, two more SSWG recommendations were suggested. One was to address expansion of non-fee-based after-school programs currently provided by JCC, United Way and DCPS. The second was the need for a statewide review of how we address individual educational needs within the Juvenile Justice System, as well as local procedures for student reentry into DCPS upon completion of detention or residential programs. Upon further research it was determined that the Juvenile Justice/DCPS issue was under active review. Therefore, it has been removed as a recommendation but will be discussed at the 2/29/08 SSWG meeting to determine appropriate action.

As before, in considering draft recommendations to improve school security and safety, the following general philosophy was applied by the working group: The best outcome is students thriving inside a safe school environment where programs and services result in fully engaged students lower truancy, absenteeism and dropout rates, decreased conduct incidents, and decreased recidivism.

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**Draft Recommendation #1** Bring the Full Service Schools program to full operating capacity. [Lead: DCPS; United Way]

*Note: A closely related recommendation based on United Way's Achievers for Life program may come forward from the Truancy Workgroup*

The Full Service School [FSS] program serves over 28,000 students and parents annually and has proven to be effective in reducing student conduct violations and decreased recidivism. The success of FSS has also resulted in wait-lists for counseling at six of seven FSS sites in 2006-07 and delays of up to five months to be seen by a therapist. Five of seven FSS sites are operating at greater than 90% of therapeutic capacity. Among the issues therapists deal with are prior sexual abuse, death or incarceration of a parent, major depression, truant behavior, anxiety and self-destructive behaviors.

Choke points in the FSS system include the part-time DCPS Social Worker/Case Manager positions that serve as gatekeepers of FSS services, and the number of qualified therapists to provide direct services to students. DCPS Social Worker/Case Managers should be serving in full-time, 12-month-per-year positions that match the FSS year-around program profile. It is estimated 12 new therapist positions are required to eliminate the waitlists at current FSS sites.

Awareness of the scope of the FSS program and services available through FSS is required for school staff, the School Board, SROs, the SAO, and parents. Workshops and other outreach efforts should be a continuing part of the FSS program.

Outcome Measurement: Reduction in serious conduct violations; reduction in student referrals; school climate surveys reflect students feel safer in schools.

Fiscal Impact: The additional annual cost of shifting DCPS Case Managers from 32.5 hour/10 month part-time employees to 40-hour/12 month full time employees is \$65,000. The annual cost in salaries and benefits of adding 12 therapists is approximately \$720,000.

**Draft Recommendation #2**                      Implement the Safe Students in Schools initiative in all Middle and High Schools [Lead: DCPS; JSO; SAO]

Project Safe Students in Schools targets early intervention with at-risk students before serious conduct violations or criminal activity occurs. SSIS, like the Monitoring At-Risk Students program that preceded it, has great potential provided necessary support services for the students and their parents or guardians are in place. The importance of early parental involvement and engagement is critical to successful outcomes. Programs such as the Parent Project and BLAST address low functioning families and parenting children with serious disciplinary issues.

Implementation of SSIS will require close monitoring to address issues of disproportionate minority contact (DMC) and concerns that minor behavior problems result in premature entry into the juvenile justice system.

SSIS is under active consideration by DCPS and JSO for implementation in school year 2008-09.

Outcome Measurement: Reduction in serious conduct violations; reduction in student referrals; school climate surveys reflect students feel safer in schools.

Fiscal Impact: No additional cost. Already included in DCPS-SRO contract.

**Draft Recommendation #3**                      Reduce or end out-of-school suspensions [Lead: DCPS]

In school year 2005-06, 13.2% (18,428) of Duval County's student population received in-school suspensions one or more times and 15.3% (21,358 students) receive out-of-school suspensions one or more times during the school year. Our out-of-school suspension rates are double to quadruple those of other urban Florida counties.

The Education Subcommittee's efforts in reducing truancy, lowering dropout rates and improving literacy underscore the philosophy that our youth are best served within a structured school environment that provides access to appropriate support services and diversionary tracks that continue the emphasis on learning in a structured school environment.

For those students who are suspended out of school, the Working Group recommends structured alternatives to unsupervised out of school suspensions. Ideas suggested include use of:

- Truancy Centers. The availability of social services within Truancy Centers may offer a structured alternative to students other left alone to their own devices and help utilize available space and capacity. This provides a "Drop In Center" alternative, albeit in a highly structured environment and for a very limited number of suspended students.
- Nonprofit organization facilities. Recommend DCPS work with non-profit organizations to establish out-of-school suspension centers to allow a place for parents who work to drop off students and keep them off the streets and out of the schools until suspension term is up. [This was done previously by St. Paul's Missionary Baptist Church with grant funding and only stopped when additional funding could not be obtained to continue operations.] The proposed nonprofit centers could run on a contract basis with DCPS.

Outcome Measurement: Reduction in percentage of school population experiencing out-of-school suspensions; reduction in dropout rates; increase in percentage of suspended students under supervised control while in out-of-school suspension

Fiscal Impact: Estimate \$100,000/year for two adult staff per non-profit site, with facility costs borne by the nonprofit host. Pilot would call for a total of 4 sites at a cost of \$400,000/year.

#### **Draft Recommendation #4**

Improve school security staffing, training and response capability [Lead: DCPS]

Schools lack adequate School Police and trained security paraprofessionals. Improvements are needed in standardization of training and appropriate multi-agency drills for all security and school staff to handle both daily security and safety issues and major incidents such as active shooter or hostage incidents. In addition, School Police lack surge capability within the school district's 175 schools. Hiring of five additional School Police staff would provide (1) a Rapid Response Team available to mobilize throughout the District and (2) the core staff to provide standardized training, coordinate drills and exercises, and augment day-to-day security needs within the DCPS system.

Outcome Measurement: Reduction in serious conduct violations; reduction in student referrals.

Fiscal Impact: Estimate total cost for additional officers, vehicles, and equipment at \$400,000/year.

**Draft Recommendation #5**

Accelerate implementation of Student Crime Stoppers and Crime Watch programs in all Middle and High Schools  
[Lead: DCPS; Crime Stoppers; JSO; SAO]

It is the opinion of DCPS and JSO officials that the best deterrent to crime in the schools is open, trusted communications between students and school staff and School Resource Officers. The Student Crime Stoppers program provides students with an anonymous system of providing information, without fear of reprisal and, if desired, a reward for information that was verified and true. The result is a safer, more secure environment for the student and faculty through personal responsibility and empowerment.

Outcome Measurement: Reduction in serious conduct violations; reduction in student referrals; improvement; school climate surveys reflect students feel safer.

Fiscal Impact: To be determined.

**Draft Recommendation #6**

Expand non-fee-based after-school programs with academic enrichment in targeted areas  
[Lead: JCC; United Way; DCPS]

We recognize constructive engagement of children must occur outside school hours as well as within them. Most juvenile crime occurs between 3:00 and 6:00 p.m., and these after-school hours are a time of significant risk for unsupervised children, particularly those living in low-income, high-crime areas. After-school programs that offer academic enrichment as well as a safe, supportive environment have proven effective in improving school performance, school attendance, and increased the wellbeing of children. Based on JCC's 2005 Gaps Analysis report, there are 55,300 low-income elementary and middle school students who would benefit from free, academically enhanced after-school services such as those funded and provided by JCC, United Way, and DCPS. The Gaps Analysis reported less than 20% of that target population is being served with either a 3- or 5-day-per-week after-school program. It is recommended that the current school-based programs be expanded to meet 100% of needs, beginning in targeted schools in accordance with established DCPS/JCC needs assessment criteria.

Outcome Measurement: Improved academic and attendance performance of participants; reduction in serious conduct violations and student referrals among participants.

Fiscal Impact: To be determined.

In addition to the SSWG recommendations listed above, the working group also supports:

- Immediate reactivation of the Juvenile Assessment Center based on the model described under Recommendation #2 of the January 2008 report of the Blueprint Commission on juvenile justice in Florida.

- Rapid expansion of mentoring programs to meet the unserved needs of students in public schools.
- Hiring and deployment of 30 additional attendance Social Workers and coordination of community resources to eliminate truancy (Truancy Workgroup Recommendations #1 and #2)
- Development of a Community Truancy team (Truancy Workgroup Recommendation #3)
- Recent initiatives to review policies and procedures addressing education needs of students within the Juvenile Justice System

## SCHOOL SECURITY WORKING GROUP – PROBLEM MATRIX

The desired outcome in all cases is for students to thrive inside a safe school environment where programs and services result in increased student engagement, lower truancy, lower absenteeism and dropout rates, decreased conduct incidents, and decreased recidivism.

Problem		Solution & Lead Agency(s)	Desired Outcome	Timeframe?	Comments & Cost
1	School safety plans not current, effective	Review Commission to review all SSPs [DCPS]	Identify weakness or gaps in plans; resources provided to fix them	Long term	Doing annual assessments of all schools
2	Lack of local community or parental involvement	<ul style="list-style-type: none"> <li>a. Strengthen SAC-school &amp; PTA-school relations [DCPS, Council of PTA/PTSAs, SACs]</li> <li>b. Strengthen CPAC-School link [DCPS, COJ/CPACs]</li> <li>c. Significantly grow the number of mentors available to students</li> <li>d. Expand programs that engage parents and strengthen parenting skills, such as BLAST, the Parent Project, etc.</li> </ul>	<ul style="list-style-type: none"> <li>a. Increased parental and community involvement as measured volunteer hours, student-volunteer ratios, business sponsorships, active PTAs &amp; SACs at every school.</li> <li>b. All students receiving social services have at least one parent actively engaged in their program.</li> </ul>	Long term	
3	Gang or inappropriate clothing in schools	<ul style="list-style-type: none"> <li>a. Mandatory school uniform - pilot project</li> <li>b. Enforce standard dress code [DCPS]</li> </ul>	Reduce serious student conduct violations	Long-term	Enforcement: will it put kids on the street?
4	Weapons in schools; contraband	Unannounced searches with K-9s [DCPS; JSO]	Zero weapons or contraband in schools; school climate surveys reflect students feel safe		Done now, selectively

5	Weapons in schools; contraband	a. Metal detectors b. Magnetic wands and training for school security, staff [DCPS]	Zero weapons or contraband in schools; school climate surveys reflect students feel safe	Near-term	Doorway detectors disruptive to education environment; wands OK
6	Lack of accountability	Enforce standards & hold students, staff, DCPS, DCSB accountable [DCPS]	Improved school climate survey results	Mid- to long term	
7	Lack of leadership	Leadership development and training with DCPS [DCPS]	Improved safety & staff retention, higher student performance	Mid- to long term	
8	Access of unauthorized individuals to school property; student conduct violations on campus	a. Improved electronic surveillance, school interior and grounds; trained personnel b. Limited access; single point of entry to school [DCPS]	Reduce trespass and unauthorized presence on/in school property. Currently being done @ all secondary schools	Mid-term	In work
9	Insufficient school security staff; lack of surge capability for hotspots	a. Increase SROs b. Increase Security Paraprofessionals; improve & standardize training c. 5-member Rapid Reaction Team [JSO; DCPS]	Reduce serious student conduct violations	Near-term	Training curriculum in work
10	After-hours sporting event safety	Revise security procedures (access, signage, searches, staff, package size limits, no loitering, etc) [DCPS]	Zero weapons incidents; reduced incidents of violence	Near-term	In work
11	Prevention & early intervention with students at risk of serious behavior infractions	a. Safe Students in Schools program with necessary safeguards & full support services for	a. Safer school and learning environment b. Reduce incidence of	Mid-term	SSIS under DCSB review. FFS covers areas beyond



		<ul style="list-style-type: none"> <li>student.</li> <li>b. Expand Full Service School capacity at all existing sites; U-Way "Helping Students Achieve"</li> <li>c. Mental health counselor/social worker paired with each SRO</li> </ul>	<ul style="list-style-type: none"> <li>serious conduct violations.</li> <li>c. Lower dropout, truancy, absentee rates</li> </ul>		<ul style="list-style-type: none"> <li>host school. Bring current FSS to full capacity before adding new FSS location. Need more MH staff.</li> </ul>
12	Juvenile crime incidents in hours immediately following school day; student dropouts on the streets	<ul style="list-style-type: none"> <li>a. Enhanced after-school programs; mentoring; academic enrichment [BBBS, B&amp;GC, PAL, DCPS, Mentor Alliance]</li> <li>b. Raise voluntary dropout age to 18</li> <li>c. Eliminate out-of-school suspensions (DCPS, Duval Del.)</li> </ul>	Reduced juvenile crime rates	Near- to long-term	<ul style="list-style-type: none"> <li>a. Programs in place can expand.</li> <li>b. Pilot being considered to raise DO age to 18.</li> </ul>
13	"No snitch" environment; need for student involvement in crime prevention	<ul style="list-style-type: none"> <li>a. Accelerate implementation of Student Crime Stoppers program in all HS/M Schools</li> <li>b. Implement Student Sheriff's Advisory Councils in schools</li> </ul>	Reduced student conduct incidents; reduced crime rates	Near- to mid-term	
14	School physical environment conducive to crime and misconduct	<ul style="list-style-type: none"> <li>a. Implement Crime Prevention Through Environmental Design at all schools; new and existing.</li> </ul>	Reduced conduct or crime incidents; school climate survey shows students feel safer		Reviewed at each annual assessment. Live-on security has

		b. On-campus resident security district-wide			been done on several campuses
15	Student misconduct on school buses	a. Video surveillance on all school buses b. Security staff on buses	Reduce incidents on buses; improve accuracy of incident reporting	Mid- to long-term	Item (a) is done; item (b) costly
16	Inadequate consequences for criminal acts	a. Consistent prosecution for firearms & criminal acts on campus b. Reopen JAC; have stiffer penalties than ISSP and Detention for criminal violations.	Reduce serious student conduct violations; improve school safety climate	Mid- to long-term	SAO limited by 4 <sup>th</sup> Amdt rights.
17	Improve preparedness for active shooter/mass casualty incident in schools	a. Update all-hazards plans for all schools; conduct frequent drills, exercises & joint training [DCPS, JSO]	Improved school readiness; fully trained staff	Long term	2 DCPS staff currently doing updates; training improvements in work.
18	Neighborhoods immediately surrounding some schools are blighted	a. Improve coordination between city departments (i.e. Zoning, code enforcement, DART) to address blight within 1000' of schools. b. Target Seeds of Change in areas round targeted schools	Improved neighborhood appearance; reduction in neighborhood crime	Long term	