Improving School & Community Safety: An Multi-Integrated Systems Approach

Best Practices in Addressing Selected Offenses on Campus
CHAPTER ONE: Understanding Zero Tolerance

Definition, Background, & Effect
DEFINITION

“A philosophy or policy that mandates the application of pre-determined consequences, most often severe and punitive in nature, that are intended to be applied regardless of the seriousness of behavior, mitigating circumstances, or situational context.”

Skiba et al. 2006
HISTORICAL DEVELOPMENT

• 80’s War on Drugs
• Later applied to combat pollution, trespassing, sexual trespassing, & sexual harrassment
• Attributed to “Broken Windows” theory of crime (Kelling, George & Coles, 1997)
• School Systems begin adopting in early 90’s
• Suspensions nearly doubled from 1.7 million in 74 to 3.1 million in 01.
• Assumes that removal of disruptive students deters others from similar conduct while enhancing classroom
Zero Tolerance=Zero Intelligence

Adolescent Brain Research, School as a Protective Buffer, & Racial & Ethnic Disparity
SCHOOL CONNECTEDNESS


• School connectedness is linked to lower levels of substance abuse, violence, suicide attempts, pregnancy, & emotional distress. *Journal of School Health 72 (4)*.

• OSS of elementary & middle school students contributes to drop-out rates. Predictors of Suspension & Negative School Outcomes: A Longitudinal Investigation (2003)
EFFECTS OF ZERO TOLERANCE

• Suspension rates have doubled
• School Code violations result in court referrals
• Increase in police on school campus
• Increase in suspensions and referrals has significantly increased racial & ethnic disparities
• Drop-out rates increase
• Juvenile crime increases
IMPACT OF CAMPUS POLICE

- School Discipline Becomes Criminal Matter
- Youth are Stigmatized with Juvenile Records
- Zero Tolerance/Zero Evidence
- Courts Overburdened
COURT REFERRALS: PRE-PROTOCOL

- Persons
- School
- Public Order
- Property
- Drugs
- Weapons
CHAPTER TWO: SYSTEMS THEORY

A Roadmap to Recovery, or It’s the Process; Not the Product
SYSTEM DEFINED

a set of interacting components, acting interdependently and sharing a common boundary separating the set of components from its environment.

SYSTEMS THEORY

BOUNDARY

SYSTEM

INPUTS

OUTPUTS
LINEAR PROGRAMMING MODEL

those values of X, the variables that maximize the linear objective Z while simultaneously satisfying the imposed linear constraints and the non-negativity constraints.

WHAT IS THE A JUVENILE JUSTICE SYSTEM?

• WHAT IF THE DESIRED OUTCOME IS DEPENDENT ON MULTIPLE SYSTEMS?

• HOW ARE THOSE MULTIPLE SYSTEMS INTEGRATED TO MAXIMIZE THE DESIRED OUTCOME?
IT TAKES A COMMUNITY TO TARGET CRIMINOGENIC NEEDS

- COGNITION
- PEERS
- SCHOOL CONNECTEDNESS
- FAMILY FUNCTION
- SUBSTANCE ABUSE
- WEAK PROBLEM-SOLVING SKILLS
- SOCIAL SERVICES
- MENTAL HEALTH
- COGNITIVE RESTRUCTURING
- SCHOOL SYSTEM
- MULTI-SYSTEMIC THERAPY
- FUNCTIONAL FAMILY THERAPY
- PROBATION/COURTS
MULTI-INTEGRATED SYSTEM THEORY

- Education
- Law Enforcement
- Social Services
- Mental Health

INPUTS

OUTPUTS

INPUTS

INPUTS
CHAPTER THREE: The Protocol

The Clayton County Case Study
Figure 3. Line graph showing the increase in referrals after police placed on campus and the decrease after the protocol became effective in 2004.
DETENTION RATES ON SCHOOL REFERRALS

- Misdemeanors
- felonies
OBJECTIVES OF PROTOCOL

• Reduce misdemeanor school referrals to the juvenile court & keep kids in school;
• Reduce probation caseloads that will increase supervision of high risk youth (the kids we are scared of);
• Give police more time to build rapport with students to gather intelligence on crimes about to occur;
• Increase safety in the school and the community;
• Increase graduation rates.
SCHOOL OFFENSE PROTOCOL AGREEMENT

• Focused Acts: Affray, DPS, DC, Obstruction
• First Offense/Warning
• Second Offense/Referral to Workshop
• Third Offense/Complaint Filed

School Offense Agreement Signed by all Police Chiefs, School Superintendent, Juvenile Judges, DFCS Director, and other partners on July 8, 2004
SRO’s after periodic reviews requested a “Level” box to reflect the use of their discretion to issue another warning or referral in lieu of the next step.

SRO’s also requested the discretion to make a variety of referral, or take other action.
CHAPTER FOUR:
School Safety

Engaging Students to Promote Safety in the Schools
“Schools are a microcosm of the community”

Sgt. Marc Richards
Supervisor, SRO Unit
Clayton County Police Department
ALLEGORY OF THE SCHOOL

BY OFFICER ROBERT GARDNER

Clayton County Police

THE SCHOOL

LAMBS

SHEEP

WOLVES
PROTOCOL EFFECT ON SCHOOL SAFETY

STEP ONE
DECREASE
MINOR SCHOOL
REFERRALS

STEP TWO
INCREASES
POLICE
PRESENCE

STEP THREE
INCREASES
INTELLIGENCE

STEP FOUR
DECREASES
WEAPON
CASES

STEP FIVE
INCREASES
SCHOOL SAFETY
EFFECTIVE USE OF PROTOCOL PROMOTES SAFETY
PROTOCOL INCREASES POLICE INTELLIGENCE

![Graph showing the increase in police intelligence over time. The x-axis represents years from 1993 to 2009, and the y-axis represents the number of incidents. The graph shows a significant increase in incidents from 1999 to 2005, followed by a decline.](image-url)
AVOIDING A TRAGEDY & MEDIA DILEMMA

How will the media & community respond if a person comes on school campus with a gun while your SRO is at intake booking a student for a school fight or disorderly conduct?
CHAPTER FIVE:
Increase Graduation Rates

Who would ever think that keeping kids in school will increase graduation rates?
THE RESEARCH

Assess Disruptive Students, or why is Johnny disruptive?

Develop Alternatives to Suspension & Referral to Treat the Causes

= Increase in Graduation Rates
Multi-System Integrated Services Governance Structure

- **Governance Committee**
  - **Advisory Committee**
  - **SOC Administrator**
    - **SOC Assistant**
    - **FAST/Quad C-ST Panel Facilitator**
Single Point of Entry

Social Services

Mental Health

Police

School

Court

Quad C-ST
OUT-OF-SCHOOL SUSPENSION
MIDDLE SCHOOL

- School Offense Protocol Introduced
- Alternatives to OSS Introduced
GRADUATION RATES

Protocol:
Pre-Referral Diversion

1368 Referrals
Decrease 56%
528 Decrease
61%

1077 Referrals
1050 Referrals
44% Decrease
56% Decrease
60% Decrease
69% Decrease
61% Decrease
FELONY RATES

So goes graduation; so goes juvenile crime

[Graph showing felony rates from 1996 to 2009, with peaks in 2004 and 2005 labeled as Protocol and OSS Alternatives, respectively.]

 Protocol
 OSS Alternatives
TARGET HIGH RISK YOUTH

- Decrease Formal Filings
- Decrease Caseloads
- Increase Supervision of High Risk Youth
- Decrease Recidivism
PROTOCOL EFFECT ON COMMUNITY SAFETY

STEP ONE
- DECREASE MISDEMEANOR SCHOOL REFERRALS

STEP TWO
- DECREASE PROBATION CASELOADS

STEP THREE
- INCREASE SURVEILLANCE OF HIGH RISK KIDS

STEP FOUR
- INCREASE COMMUNITY SAFETY
- REDUCE RECIDIVISM

STEP FIVE
CHAPTER SIX: Reducing Racial & Ethnic Disparities
REFERRAL BY YOUTH OF COLOR

![Bar Chart]

- 2004: 1400
- 2005: 700
- 2006: 600
- 2007: 500
- 2008: 400
- 2009: 500
- 2010: 300

The chart shows a significant decrease in referrals by youth of color from 2004 to 2010.
QUESTIONS

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