



**Cedar Rapids
Community School District**

Every Learner: Future Ready

Program Evaluation: School Resource Officers

- **Goals, Strategic Indicators, and Beliefs**
- **Data Review**
- **Punitive to Restorative**
- **CRCSD Internal Changes**
- **SRO Audit Recommendations**
- **Summary**

Our Vision

Every Learner: Future Ready

CRCSD STRATEGIC PLAN

Focus) CULTURE

PURPOSE:

Provide a safe, supportive, collaborative culture in which diversity of every learner is valued and embraced

MEASURES:

- Intercultural Development Inventory (IDI) Continuum Data
- High Reliability Schools (HRS) Survey Data
- Every Student Succeeds Act (ESSA)--Conditions for Learning Survey Data

STRATEGIES:

- Intercultural Development Inventory (IDI) Professional Learning
- High Reliability Schools (HRS), Level 1 Implementation and School Improvement Plans (SIP)
- Communications Strategic Plan
- Family Engagement Strategic Plan
- Magnet Schools and Innovative Programs

Focus) STUDENT LEARNING

PURPOSE:

Ensure high quality instruction which fosters and inspires academic, social, and emotional learning and growth to meet the needs of every student

MEASURES:

- Iowa Statewide Assessment of Student Progress (ISASP)--Proficiency and Growth
- Formative Assessment System for Teachers (FAST) --Benchmark and Growth
- Graduation Rate--both 4 year and 7 year
- Future Ready Pathway Course Enrollment Data
- Profile of a Graduate Rubric Measures

STRATEGIES:

- Academic Road Map Strategic Plan (HRS Levels 1-4)
- Profile of a Graduate Implementation Plan
- School Improvement Plans
- New Art and Science of Teaching Instructional Framework Aligned to Individual Professional Development Plans
- Digital Literacy and Technology Plan
- Magnet Schools and Innovative Programs

Focus) WORKFORCE

PURPOSE:

Engage and empower a talented and diverse workforce who supports Every Learner: Future Ready

MEASURES:

- Staff Engagement Survey
- Workforce Demographics
- Professional Growth

STRATEGIES:

- Workforce Recruitment, On-Boarding, and Succession Planning
- Employee Relations
- Benefit Programs
- HR Systems and Data

Focus) SYSTEMS and RESOURCES

PURPOSE:

Maximize operational systems and prioritize resources based on student needs while maintaining the financial health of the district

MEASURES:

- Systems Completion Milestones
- In-home Internet Access
- School Safety and Security Drills
- Audit Results

STRATEGIES:

- Technology Strategic Plan
- System Upgrade and Integration for Human Resources and Financial Technology
- Facilities Master Plan Phase I and Phase II
- Safety and Security Plan
- Transportation Strategic Plan
- Nutritious and Healthy Meals Implementation Plan

FIVE YEAR STRATEGIC PLAN SYSTEM INDICATORS:

EQUITY

By June 2022, CRCSD will reduce gaps in reading and math across all student demographic groups (ELL, IEP, race, F/R) by 20%.

STUDENT ACHIEVEMENT

By June 2022, at least 80% of students will demonstrate annual growth on ISASP and at least 80% of students will score proficient or advanced on ISASP.

GRADUATION RATE

By June 2022, CRCSD will increase graduation rate by 10%.



EQUITY
 WE BELIEVE equity of voices, resources, opportunities, and expectations is critical for the current and future success of every student.

CULTURE/CLIMATE
 WE BELIEVE all school community members are valued and thrive in a safe, diverse, engaging and growth orientated culture while exhibiting respect for the well-being of self, others, and the learning environment.

STUDENT LEARNING
 WE BELIEVE all students deserve high quality instruction which provides academic, social and emotional learning to prepare for a successful future.

High Reliability Schools


ACCESS and DIGITAL LITERACY



Level 5 – Competency-Based Personalized Learning



Level 4 – Standards – Based Reporting




Level 3 – Guaranteed and Viable Curriculum



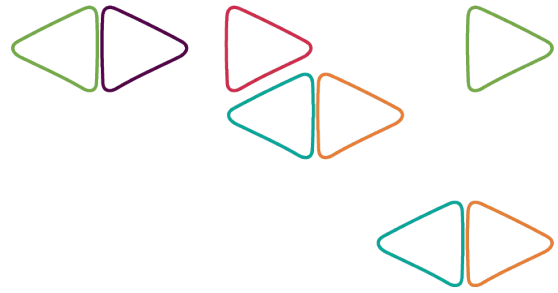
Level 2 – Effective Teaching in Every Classroom



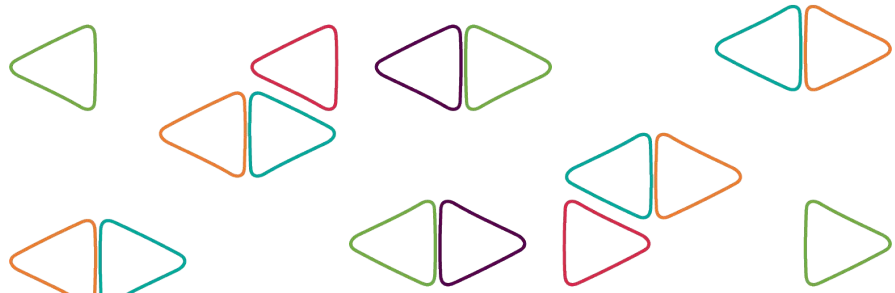
Level 1 – Safe and Collaborative Culture



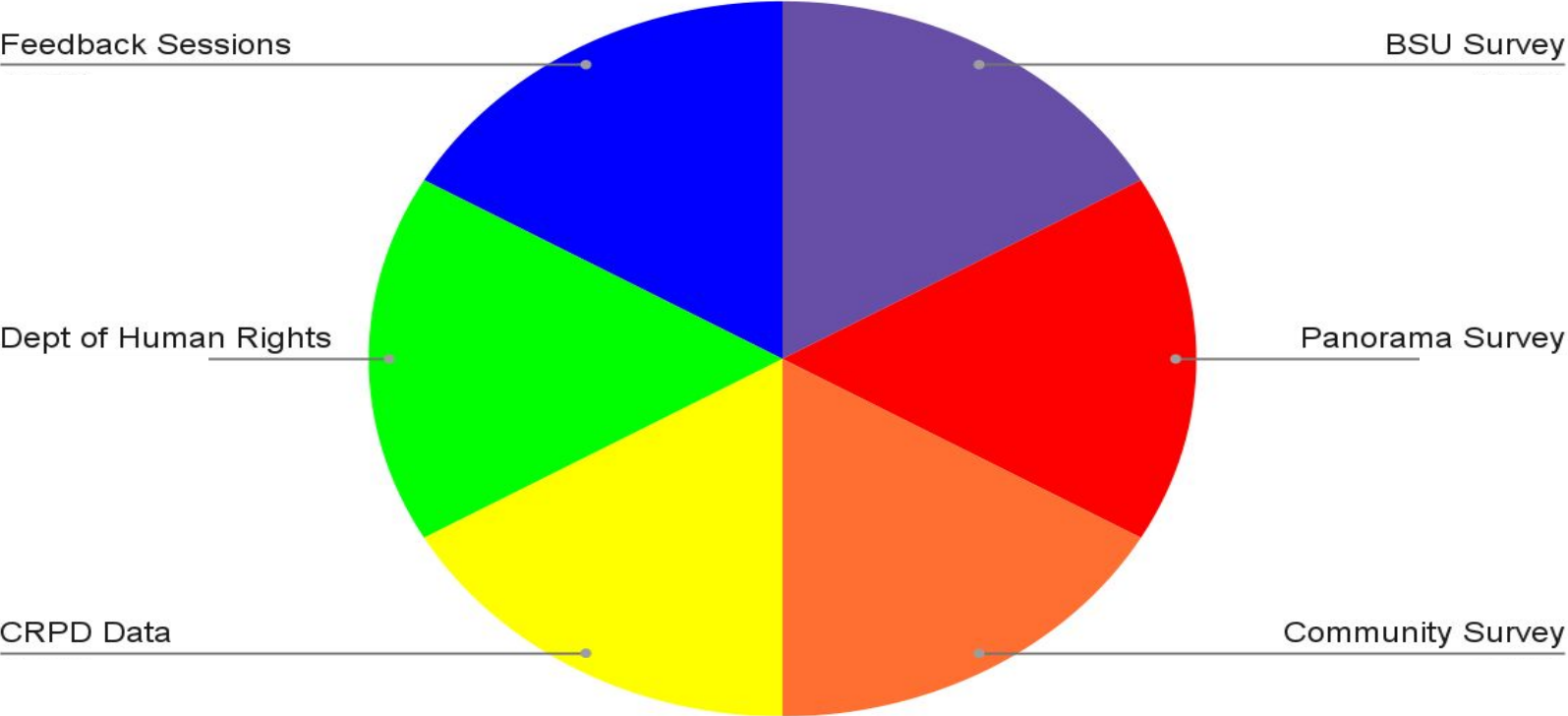
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□ Data Review

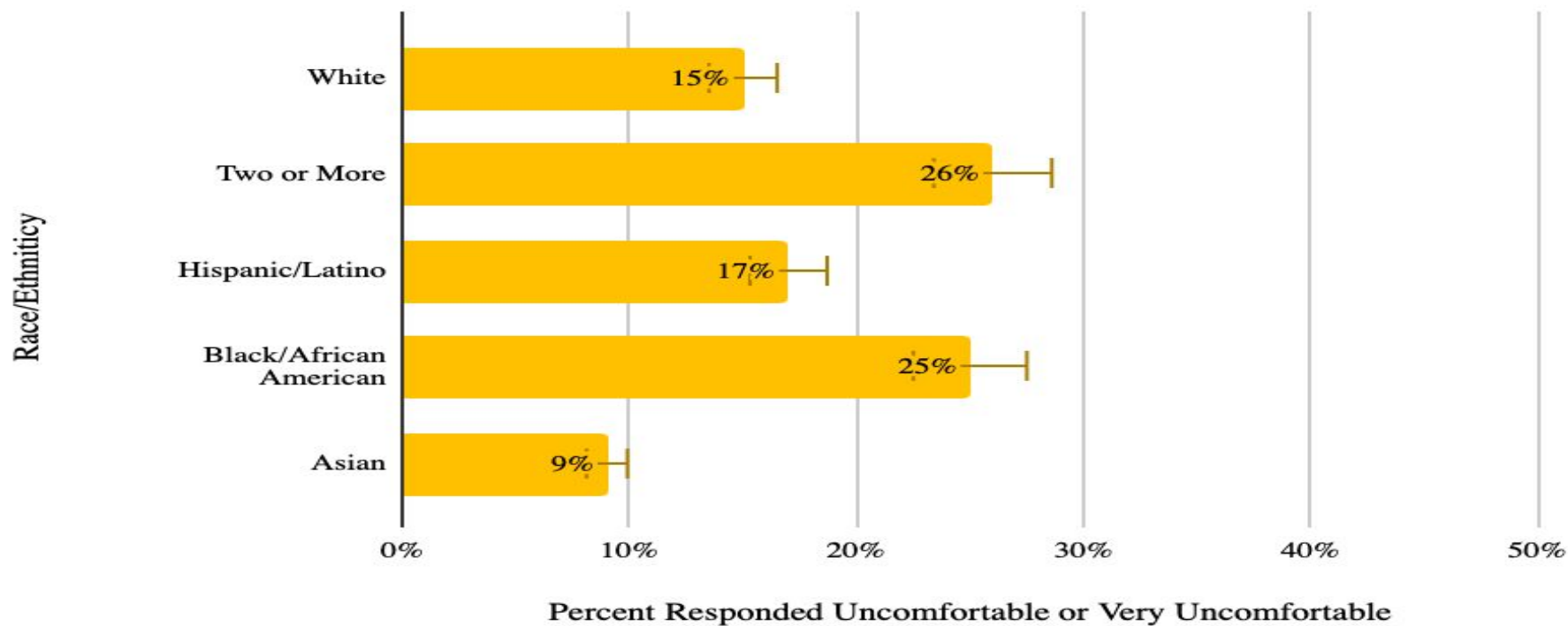


Data Sources



	CRCSD (6th-12th)		BSU		Panorama	
Race/Ethnicity	#	%	#	%	#	%
Asian	182	2%	14	3%	47	3%
Black/African American	1568	19%	73	13%	241	13%
Hispanic/Latino	620	7%	33	7%	126	7%
Two or More Races	786	9%	46	8%	145	8%
White	5185	62%	404	70%	1288	69%
Pacific Islander	23	0%	3	0%	7	0%
American Indian/ Alaska Native	17	0%				
Total	8388	100%	570	100%	1854	100%

What is your level of comfort being around your school resource officer?

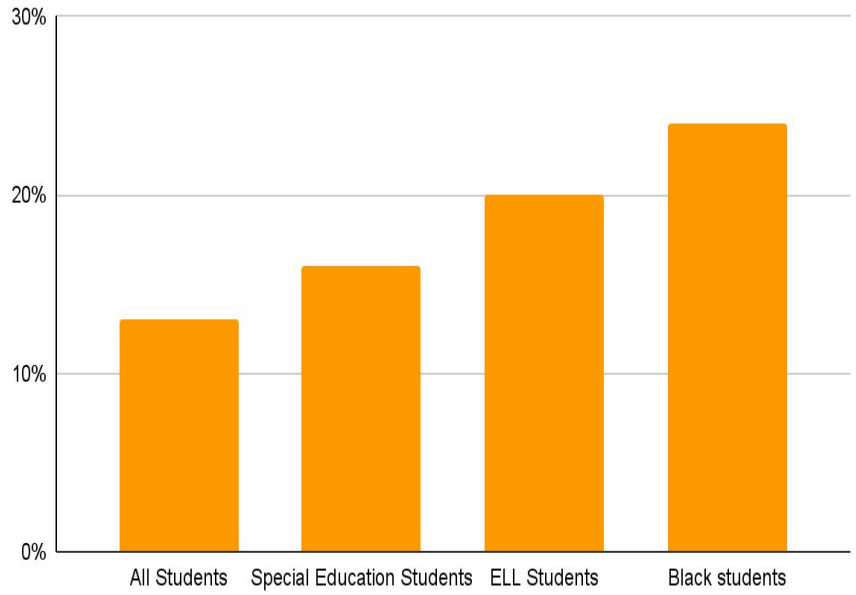


Panorama Student Survey Results: 1,813 responses

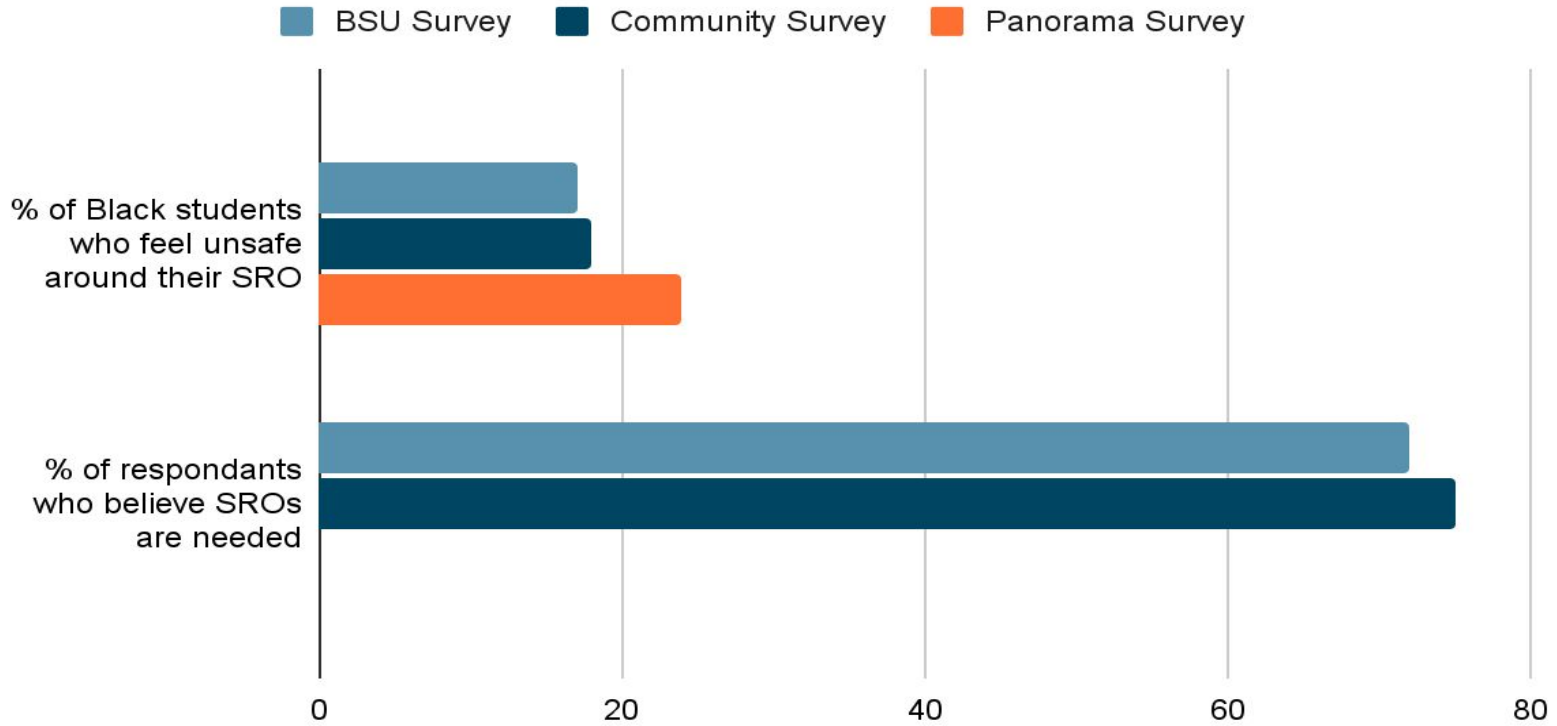
How safe or unsafe do you feel having an SRO in your school?

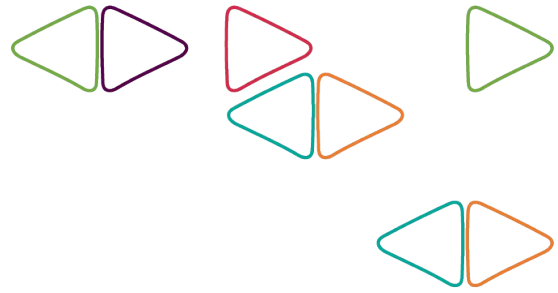
- 13% of students felt somewhat unsafe or very unsafe
- 16% of Special Education students felt somewhat unsafe or very unsafe
- 20% of ELL students felt somewhat unsafe or very unsafe
- 24% of Black students felt somewhat unsafe or very unsafe

Feel somewhat unsafe or very unsafe



Comparison of Survey Data Metrics





Transitioning from Punitive to Restorative Practices

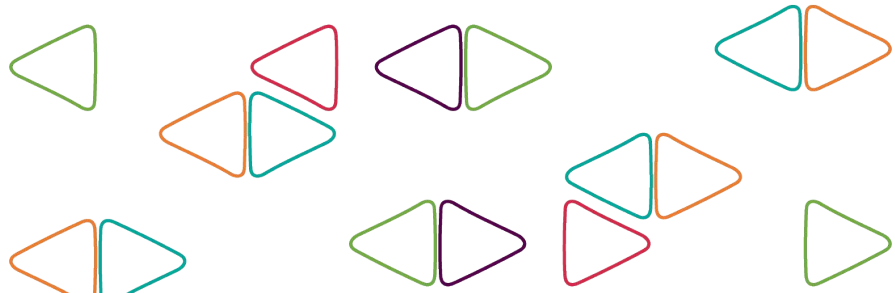
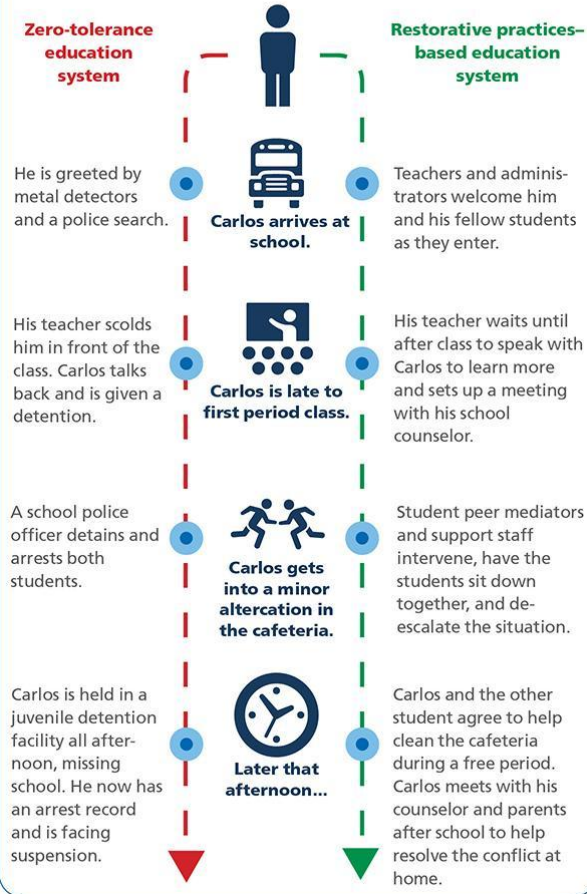
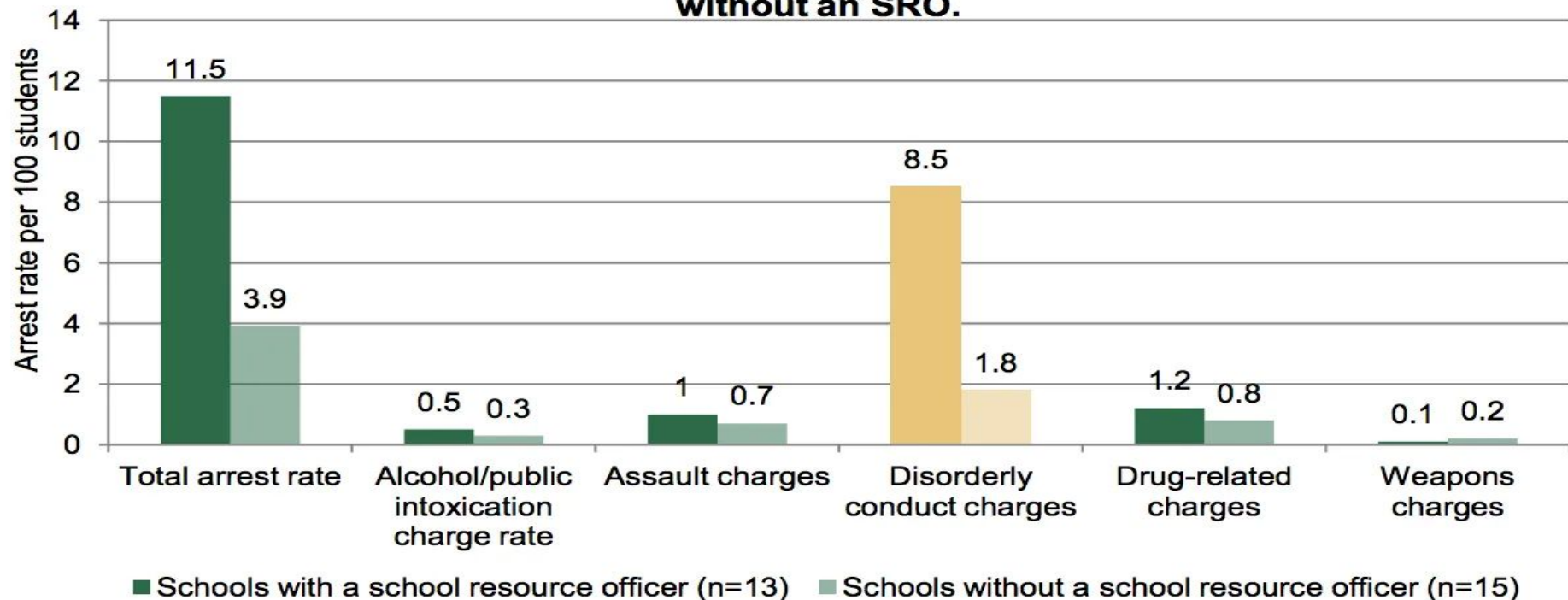


Figure 2. A Tale of Two Schools

Carlos had a heated argument with his parents before leaving for school, so he's running late. Let's see the difference that restorative policies and practices can make.

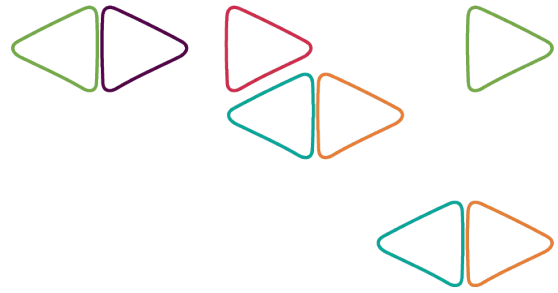


Even when controlling for school poverty, schools with an SRO had nearly five times the rate of arrests for disorderly conduct as schools without an SRO.

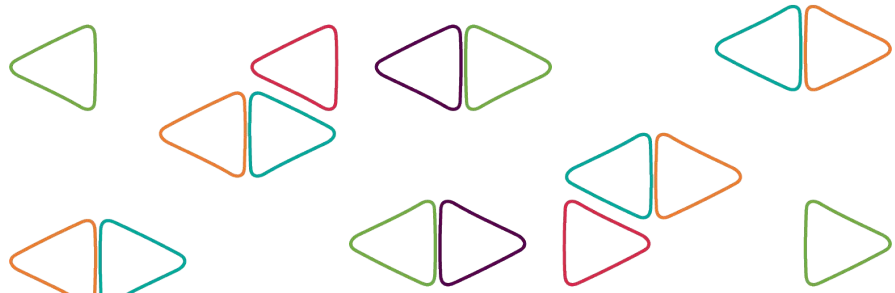


Source: Matthew T. Theriot, "School Resource Officers and the Criminalization of Student Behavior," *Journal of Criminal Justice* 37 (2009): 280-287.

Note: When controlling for school economic disadvantage, the presence of SROs did not relate to more arrests for any other type of offense than disorderly conduct.



What are other school districts doing?



Des Moines Public School District

- Previously the city (60%) and district (40%) were spending \$750,000 per year on 11 SROs
- Shifted from being punitive to being restorative
 - Replaced SROs with the following staff:
 - Restoration and Safety Coordinator
 - Increased number of Campus Monitors
 - Restoration Facilitators
- Created a chart when you call law enforcement
- Trained staff around restoration

Iowa City Community School District

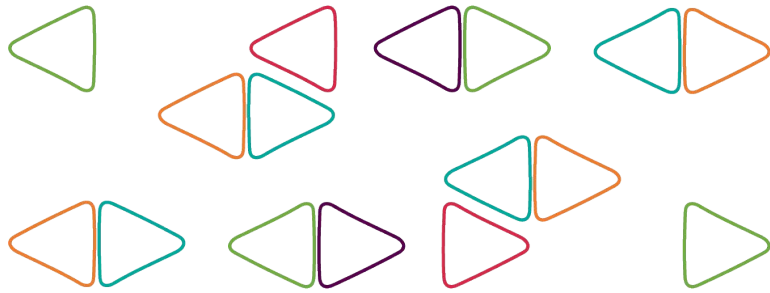
- Never have had a SRO
- “We can’t make some students feel more safe by making other students less safe.”
- Supervisory paraeducators in the HS and MS buildings
- Focus on building relationships with students and keeping them in classes
- Safety and security team in the district
- Dewy Cornell Process

Cost Analysis:

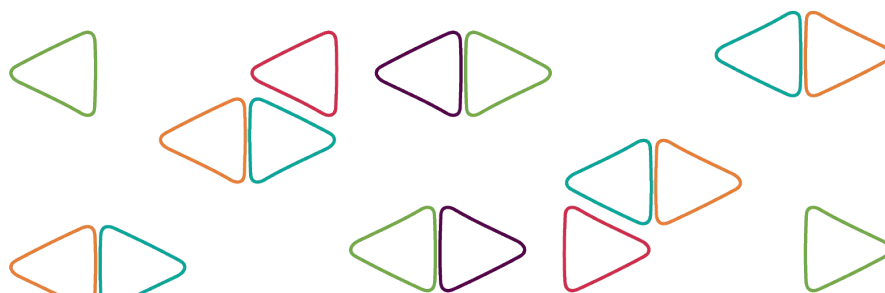
CRCSD and the City of Cedar Rapids just over \$950,000 per year for 7 SRO's. This breaks down to approximately \$134,000 per SRO

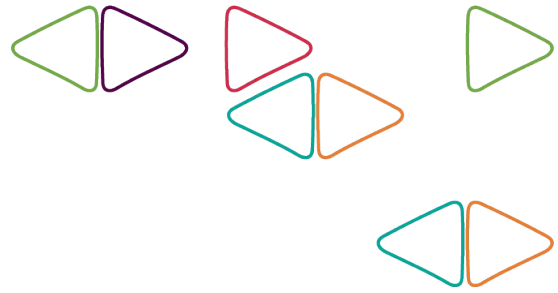
CRCSD ensures that each school has access to a Tanager therapist in their building. The average cost for CRCSD is less than \$10,000 per therapist

CRCSD has 7 restorative practitioners in their schools through their partnership with Kid's First. The average cost per practitioner is \$15,000.

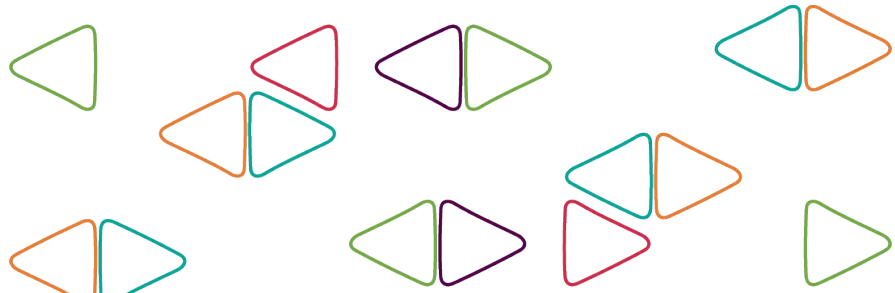


Personal Stories and Lived Experiences





CRCSD Commitment to Internal Changes

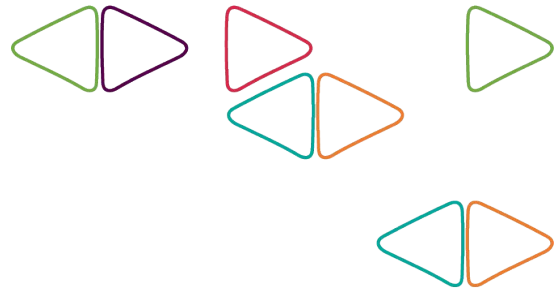


Social, Emotional, Behavior, Health

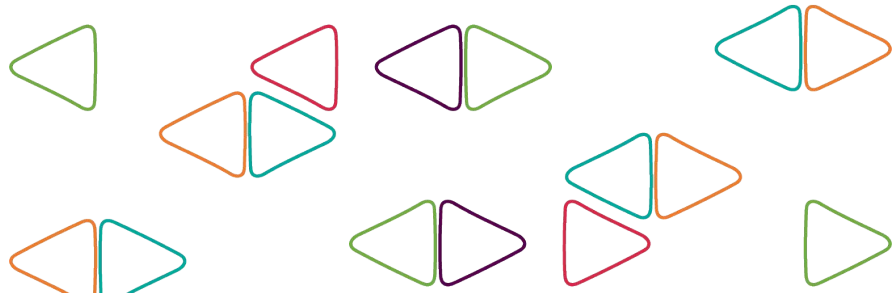
- **Implementation and monitoring of evidence based SEBH practices in all buildings**
- **District wide SEBH handbook to identify and support best practices**
- **Review and modify CRCSD discipline policies and practices**
- **Trained Restorative Practitioners serving in 8 Cedar Rapids Schools**
- **Therapists in all 31 CRCSD schools**
- **Restorative Practices and equity professional learning for all engagement specialists, interventionists and facilitators**
- **Crisis prevention teams in all CRCSD buildings with accompanying training and support**
- **Explicit social and emotional learning instruction at all levels utilizing evidence based curricular materials**
- **Tier one teams in all buildings to review SEBH data and support data based decision making**

Diversity Equity and Inclusion

- **3 year plan to ensure all employees engage in an Intercultural Development Plan and Professional Learning**
- **Aligned equity goals in all buildings that are intentionally monitored and supported**
- **Group and individual professional learning and goal setting, centered on equity, for all CRCSD administrators**
- **Integration of four equity coaches to support CRCSD's vision for equity work**
- **District DEI team to monitor data and support data based decision making**
- **Intentional data collection aligned to DEI goals collected through Panorama survey platform (student, staff, and community)**
- **Monthly SIAC meetings with a focus on equity to engage and empower the community**



Collaboration with CRPD



Our goal is to :

- 1) Create an environment where all students feel safe and supported
- 2) Instill in all students and staff a sense of belonging
- 3) Educate and teach students about appropriate behaviors and responses through a restorative and trauma informed lens

Outcomes of Success

1. Reduction in arrests and charges filed of all students by 50% or greater as measured by monthly reports from CRPD
2. 50% or greater reduction of the disproportionality of arrests for black students as measured by monthly reports submitted from CRPD
3. Monthly reports received and reviewed by district leadership and SRO's with intentionality to metrics and outcomes
4. SRO's taking on shared leadership with some of district safety initiatives such as lock down drills and run, hide, fight training for staff

Changes agreed upon

1. Monthly reports will be provided to the district;
 - containing the breakdowns of positive aspects, all referrals to law enforcement, as well as arrests by category, charges filed and police calls
 - information broken down by building, race, disability status, and gender
 - reports will then be shared with Deputy Sup. and building principals
 - building principals will then meet on a monthly basis with their SRO to review the data
2. CRPD and district leadership will meet on a quarterly basis to review data and review program

CRCSD Changes/Additions to Programming:

1. Update discipline procedure process with team to shift responses from punitive to restorative and educational focused.
2. Establish tier 1 environment as safe, supportive and orderly focused on social-emotional and behavioral-health.

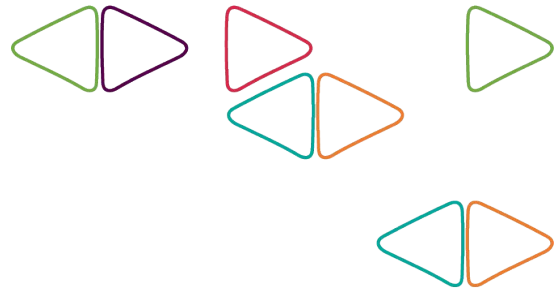
In the Cedar Rapids Community School District, we teach student behavior. It is our belief that all students would behave if they could. Behavior is a process rather than a mere choice. The implementation of a Multi-Tier System of Support with fidelity is rooted in the philosophy that behavior is learned and therefore should be taught. In fact, school staff should not wait to respond to behavior mistakes; instead prepare students and staff for success by teaching and acknowledging student behavior.

3. Incorporate Habitudes instruction into our HS's this year. It is a curriculum that teaches students about leadership and how to navigate through life's challenges and opportunities.

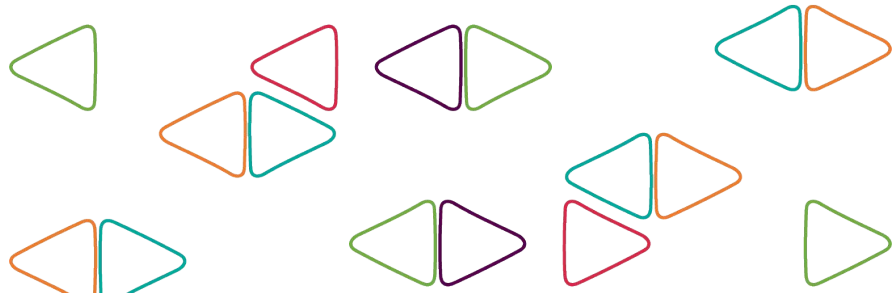
4. Review and analyze discipline data (suspensions, arrests, charges) on a monthly basis.

5. New placement of restorative practitioner at Metro HS, Wilson, and Franklin. (Kid's First) Potential expansion of position at McKinley. We also have a restorative practitioner at Erskine, Johnson, Hoover, and Grantwood.

6. We have a full-time therapist in each of our 4 HS's. We also have therapist support in all of our elementary schools and MS's.




Recommended Changes Based on the SRO Audit



Recommendation #1: SRO's wear soft uniforms on a daily basis

Rationale: Student, staff and community feedback demonstrated this was a priority. CRCSD believes that soft uniforms will ease anxieties and create a culture of approachability with SRO's

Recommendation #2: SRO's will teach run, hide, and fight to all staff members within the 32 schools as scheduled at the beginning of the year.



Recommendation #3: We will divert 1st offenses whenever possible and always look to divert instead of arrest with the focus on restoration, teaching and logic versus punishment.

Recommendation #4: The district and CRPD will collaboratively work on receiving ongoing trainings on:

- Restorative practices**
- Intercultural Development Inventory and Continuum**
- De-Escalation Training/CPI**
- Trauma Informed Care**

Recommendation #5: SRO's will work with building principals on facilitating, leading, and organizing lock down drills for all 32 schools.



Recommendation #6: SRO's will deliver determined professional learning to staff



**Recommendation #7: CRPD will
incorporate the “Handle With Care”
program to begin Fall 2021**

Recommendation #8: Remove SRO's from two current middle school placements

	# of arrests over 4 years	School
1)	59	McKinley
2)	51	Taft
3)	47	Roosevelt
4)	31	Franklin
5)	21	Wilson
6)	14	Harding

	# of office referrals	# of OSS	School
1)	1283	149	Wilson
2)	704	121	Taft
3)	612	116	Franklin
4)	490	76	Roosevelt
5)	364	44	McKinley
6)	319	52	Harding



Recommendation #9: Schools will not involve SROs in enforcing school rules or discipline.

Recommendation #10: CRCSD will only have SROs respond directly to students when the situation is a serious criminal matter where there is a real and immediate threat, safety concern, sexual assault, request by parents for charges, or the recovery of a controlled substance with intent to sell or 3rd offense of a student for a similar activity.

Recommendation #11:

Parents/guardians will be given the right to be present if their child is being questioned in connection with any potential crime by the SRO.

Recommendation #12: SROs will attempt to not respond to warrants or arrest students or their parents on school grounds for incidents that did not occur at school. They will wait for them to leave school grounds before making the arrest and another non-SRO officer will respond to the warrants.

Recommendation #13: School Administrators will not have SRO's listen to the questioning of students before they know there needs to be police involvement due to the severity or nature of the action.

Recommendation #14: All CRCSD students in schools with SROs will be informed about their rights when interacting with the CRPD.

Summary:

At Cedar Rapids we believe in:

- 1. Equity and access for everyone**
- 2. We believe in creating a safe, supportive, and collaborative culture (HRS level 1)**
- 3. We believe in education, logic and restoration**
- 4. We believe in teaching students. This includes behavior**
- 5. Every learner future ready**

Questions?