Data-driven accountability for school safety and positive school culture as a system priority across MCPS

RECOMMENDATION #1.1: Make school safety and school climate as high a priority as academic performance by including safety metrics in the accountability framework for the district, as well as all schools and departments, and ensuring that this metric is taken into account in evaluations of MCPS employees.

Topic:	Lead Office(s):	Responsible Person(s):
Data collection and analysis	Office of Shared Accountability Office of School Support and Improvement Department of School Safety and Security	Dr. Janet Wilson, Associate Superintendent Dr. Kimberly Statham, Deputy Superintendent Robert Hellmuth, Director

Action Steps:

Action Description	Status
Continue publication of *MCPS School Safety and Security at a Glance,* which provides information about the reporting of incidents related to school safety and security, school climate, local school-safety program descriptions, and serious incidents. Information is presented for each school.	**In Progress**
Include safety data in future data dashboards.	**Design**
Implement safety data review meetings between secondary school principals, instructional directors, and cluster security coordinators.	**Design**

Deliverables:
- Update *MCPS School Safety and Security at a Glance*
- Data dashboards for systemwide initiatives, including school safety and security

Additional Information:
- *MCPS School Safety and Security at a Glance*

Data-driven accountability for school safety and positive school culture as a system priority across MCPS

RECOMMENDATION #1.2: Develop a year-round communications campaign to promote school safety and positive school culture.

Topic: Communication/public outreach	**Lead Office(s):** Department of School Safety and Security Public Information and Web Services	**Responsible Person(s):** Robert Hellmuth, Director Derek Turner, Director

Action Steps:

Action Description	Status
Continue using Connect-ED messaging services to communicate directly with parents, staff, and community members at individual schools, clusters, or the entire school system about incidents.	**In Progress**
Update dedicated student and staff services web pages (e.g., bullying, cyber security); Cybercivility & Cybersafety campaign: an online resource for awareness and best practices for students and families.	**In Progress**
Design and implement safety communications campaign highlighting districtwide efforts to inform all students, parents, staff, and community members.	**Design**
Continue public engagement through community meetings with public stakeholders (e.g., MCCPTA/MCPS Presentation on School Safety and Security on February 27, 2018); principals to schedule local PTA meetings.	**In Progress**
Engage students through town halls and other forums and SMOB Advisory Council (February 22, 2018).	**In Progress**
Distribute updated principal/school guidelines for safety and emergency preparedness.	**Design**

Deliverables:
- Dedicated web pages for bullying/cyber security
- Safety communications campaign
- Scheduled public and student engagement forums (MCCPTA, local PTAs, student groups)
- Guidelines for principals (*e.g., emergency-preparedness drills; relocatable-classroom safety*)

Additional Information:

Data-driven accountability for school safety and positive school culture as a system priority across MCPS

RECOMMENDATION #1.3: Support systemwide implementation of MCPS's new online incident management system for the 2017–2018 school year.

Topic:	Lead Office(s):	Responsible Person(s):
Data collection and analysis	Office of the Chief Technology Officer	Peter Cevenini, Chief Technology Officer

Action Steps:

Action Description	Status
Redesign online serious-incident reporting management system.	Completed
Continue maintenance of online serious-incident reporting management system.	In Progress
Issue updated communication to school administrators and other system users about best practices of the system (e.g., memo to new administrators).	Design
Provide ongoing training for administrative support staff in the use of new incident reporting system.	In Progress

Deliverables:
- Memo to administrators outlining instructions for Serious Incident Management System and best practices for its use
- Create online training modules for use of incident management system

Additional Information:

Data-driven accountability for school safety and positive school culture as a system priority across MCPS

RECOMMENDATION #1.4: Convene regular meetings of senior staff, focused on monitoring security data, coordinating responses to critical incidents, addressing issues that arise in the implementation of strategies related to security and school climate, and reviewing lessons learned to identify opportunities for continuous improvement.

Topic: Data collection and analysis	Lead Office(s): Office of the Chief Operating Officer	Responsible Person(s): Dr. Andrew Zuckerman, Chief Operating Officer

Action Steps:

Action Description	Status
Convene team of internal MCPS stakeholders to participate in regular meetings, focused on monitoring security data, coordinating responses to critical incidents, addressing issues that arise, and reviewing lessons learned to identify opportunities for continuous improvement.	**In Progress**
Design and implement efforts in response to data and actionable items discussed at regular meetings.	**In Progress**
Implement regular cross-office "stat" sessions to analyze bullying/harassment/intimidation incidents (Form 230-35) and gang-related incidents (Form 230-37).	**Design**

Deliverables:
- Weekly security meeting; members include staff from OSSI, OSFSE, OCOO, OGC
- "Stat" meeting schedule and protocol

Additional Information:
- Bullying, Harassment, or Intimidation Reporting Form (230-35), Gang-Related Incident Reporting Form (230-37)

Data-driven accountability for school safety and positive school culture as a system priority across MCPS

RECOMMENDATION #1.5: Implement annual systemwide surveys of school climate for students and staff at every school and incorporate feedback into school safety and school climate planning. Use students in the design of the surveys and prevention/intervention programming.

Topic:	Lead Office(s):	Responsible Person(s):
Data collection and analysis	Office of Shared Accountability Office of School Support and Improvement	Dr. Janet Wilson, Associate Superintendent Dr. Kimberly Statham, Deputy Superintendent

Action Steps:

Action Description	Status
Administer 2017–2018 school climate survey.	**Design**
Perform comparative analysis on recent data collection to previous years' data.	**Design**
Design and implement school climate action plans.	**Design**

Deliverables:
- 2017–2018 school climate surveys for students and staff
- School climate action plans

Additional Information:
- School climate surveys from 2005–2017 are available at *http://sharedaccountability.mcpsmd.org/SurveyResults/content.php?sch=335*

Data-driven accountability for school safety and positive school culture as a system priority across MCPS

RECOMMENDATION #1.6: Develop a "School Climate" dashboard to provide an online monitoring tool for school climate data, as well as critical safety data, including arrests, bullying and harassment, gang incidents, truancy and chronic absenteeism, and school discipline.

Topic:	Lead Office(s):	Responsible Person(s):
Data collection and analysis	Office of Shared Accountability	Dr. Janet Wilson, Associate Superintendent

Action Steps:

Action Description	Status
Develop public-facing, online data dashboards for systemwide climate data, including school safety and security.	**Design**

Deliverables:
- School Climate dashboard focusing on critical safety data

Additional Information:

Effective allocation, utilization, management, and training of school security personnel and other staff

RECOMMENDATION #2.1: Enhance the role of DSSS in ensuring consistency in allocation, utilization, management, and training of security staff by (a) assigning the department primary responsibility and accountability for recruiting, screening, and training a high-quality and effective security staff throughout the district, in collaboration with the Office of Human Resources and Development and (b) providing DSSS with meaningful input into evaluations, staffing allocation of security staff, and overall system budgeting for security, while retaining principals' roles in the day-to-day oversight of security staff in their schools. Additionally, further study the issue of school-based security reporting structures over the 2017–2018 school year and consider if changes are needed.

Topic: Staffing	Lead Office(s): Office of the General Counsel Office of Human Resources and Development Department of School Safety and Security	Responsible Person(s): Joshua Civin, General Counsel Lance Dempsey, Associate Superintendent Robert Hellmuth, Director

Action Steps:

Action Description	Status
Assemble an internal MCPS work group composed of a cross-section of staff from various offices to define, review, and improve the job descriptions for the two security job classifications through identification and research of best practices.	**Completed**
Develop a fitness-for-duty test (with outside expert consultants and the Office of the General Counsel) that focuses on job expectations, roles, and responsibilities.	**In Progress**
Revise and update the standard operating procedures to include a standard set of expectations and guidelines for all security staff.	**In Progress**

Deliverables:
- Revised job descriptions for security assistant and security team leader
- Consistent practices document (standards/guidelines)
- Cluster security coordinator school-visit protocols
- Staffing model (key security indicators)

Additional Information:

Effective allocation, utilization, management, and training of school security personnel and other staff

RECOMMENDATION #2.2: Bolster recruitment efforts to enhance the diversity of MCPS security staff to serve increasingly diverse school communities and address emerging issues such as social media and cyberbullying.

Topic:	Lead Office(s):	Responsible Person(s):
Staffing	Department of School Safety and Security	Robert Hellmuth, Director
	Office of Human Resources and Development	Lance Dempsey, Associate Superintendent

Action Steps:

Action Description	Status
Review current hiring processes, including recruiting, screening, and interviewing candidates.	Completed
Develop an action plan to recruit high-quality security assistants and establish a written recruitment process for both internal and external candidates. (Examples include posting in armed services and police newsletters.)	In Progress
Host a job fair for both internal and external MCPS candidates seeking a position as a security assistant.	Design
Review the current job-screening process for security positions, including the prescreening questions for candidates.	Completed

Deliverables:
- Documented recruitment plan for acquiring talent, both internally and externally
- Job fairs to attract prospective candidates

Additional Information:
MCPS Careers

Effective allocation, utilization, management, and training of school security personnel and other staff

RECOMMENDATION #2.3: Establish more robust screening criteria for hiring security staff to assess all security staff members' capability to engage in mission-critical tasks.

Topic: Staffing	Lead Office(s): Office of Human Resources and Development Department of School Safety and Security	Responsible Person(s): Lance Dempsey, Associate Superintendent Robert Hellmuth, Director

Action Steps:

Action Description	Status
Review current screening criteria for hiring security staff (e.g., prescreening interview questions).	**Completed**
Identify changes and improvements to revise screening criteria for hiring security staff; align with SSPGS seven core competencies for SEIU Local 500 unit members.	**Completed**
Implement screening criteria changes into the Office of Human Resources and Development's Department of Certification and Staffing hiring process for new security assistants in the Applicant Tracking System (ATS) and pre-screening interview step.	**In Progress**

Deliverables:
• Implementation of revised screening criteria for hiring security staff in the Applicant Tracking System and prescreening interview questions

Additional Information:

Effective allocation, utilization, management, and training of school security personnel and other staff

RECOMMENDATION #2.4: Establish a "basic" training program for all new MCPS security staff hires, prior to placement in schools, as well as centrally administered, systemwide in-service training sessions throughout the year on key topics, as determined by DSSS, including de-escalation skills, conflict resolution/mediation, reasonable use of force, emergency preparedness, crime trends, and gang prevention.

Topic: Training	Lead Office(s): Department of School Safety and Security	Responsible Person(s): Robert Hellmuth, Director

Action Steps:

Action Description	Status
Refine current semiannual training program for all security assistants and security team leaders; identify opportunities for additional key training topics and process improvements.	**In Progress**
Redevelop comprehensive training programs with a focus on more frequency and inclusion of key topics.	**In Progress**
Develop a comprehensive onboarding and training program for new hires (modeled like DSPO or DOT training programs).	**In Progress**
Work collaboratively with other internal MCPS offices to "plug in" as facilitative experts in their fields (e.g., psychological services, special education programs).	**In Progress**
Consult partner agencies to lead or co-facilitate trainings whenever possible.	**In Progress**

Deliverables:
• Revised and updated training program for security assistants and security team leaders

Additional Information:
Department of School Safety and Security January 2018 Training Agenda
www.montgomeryschoolsmd.org/uploadedFiles/departments/security-new/SecurityTrainingAgenda.pdf

Effective allocation, utilization, management, and training of school security personnel and other staff

RECOMMENDATION #2.5: Provide enhanced security training for principals, administrators, and other school staff who are expected to intervene in situations where students are confrontational.

Topic:	Lead Office(s):	Responsible Person(s):
Training	Office of School Support and Improvement Office of Student and Family Support and Engagement Department of School Safety and Security	Dr. Kimberly Statham, Deputy Superintendent Dr. Jonathan Brice, Associate Superintendent Robert Hellmuth, Director

Action Steps:

Action Description	Status
Identify select areas of enhanced training for principals, administrators, and other school staff required to intervene in confrontational situations. The Department of School Safety and Security and the Office of Student and Family Support and Engagement should work collaboratively to develop trainings for school-based staff.	**In Progress**
Develop an implementation plan with OSSI for enhanced trainings to capture all school administrators and other staff identified for participation.	**Design**
Assess the frequency of retraining.	**Design**

Deliverables:
- Enhanced training opportunities for school administrators and other school-based staff
- Implementation plan to conduct enhanced trainings

Additional Information:

Effective allocation, utilization, management, and training of school security personnel and other staff

RECOMMENDATION #2.6: Revise MCPS guidelines for allocating security staff among schools to take into account data on safety and security, in addition to the size of the student populations.

Topic: Staffing	Lead Office(s): Department of School Safety and Security	Responsible Person(s): Robert Hellmuth, Director

Action Steps:

Action Description	Status
Research best practices and benchmark with other school districts' staffing models (if applicable).	**Completed**
Define and design staffing-model options for secondary schools, using security factors.	**In Progress**
Review staffing model options with internal stakeholders (secondary school principal work group) for feedback.	**In Progress**
Develop a staffing strategy to maintain a security talent pool to provide additional security staff to specific schools when coverage is needed.	**In Progress**

Deliverables:
- New staffing model options
- Staffing strategy for maintaining security talent pool

Additional Information:

Effective allocation, utilization, management, and training of school security personnel and other staff

RECOMMENDATION #2.7: Bring stakeholders together to agree on roles and responsibilities for security staff and revise job descriptions to promote consistency in key task assignments as well as guidance for non-security-related tasks that should not be assigned to security staff, such as monitoring in-school suspensions.

Topic:	Lead Office(s):	Responsible Person(s):
Staffing	Office of Human Resources and Development Office of School Support and Improvement Department of School Safety and Security	Lance Dempsey, Associate Superintendent Dr. Kimberly Statham, Deputy Superintendent Robert Hellmuth, Director

Action Steps:

Action Description	Status
Define current roles and responsibilities of security assistants and security team leaders through discussions and focus groups with current security assistants, team leaders, cluster security coordinators, and school-based staff.	**Completed**
Create revised job descriptions for both security assistants and security team leaders.	**Completed**
Review essential job functions and roles/responsibilities document with school-based security personnel.	**In Progress**
Review essential job functions and roles/responsibilities document with principals and directors.	**In Progress**

Deliverables:
- Revised job descriptions for security assistants (5190) and security team leaders (5130)
- Roles/responsibilities guidance document

Additional Information:

Effective allocation, utilization, management, and training of school security personnel and other staff

RECOMMENDATION #2.8: Add staff resources within DSSS to coordinate security training and provide specific expertise (e.g., gangs, cyberbullying).

Topic: Staffing	Lead Office(s): Department of School Safety and Security	Responsible Person(s): Robert Hellmuth, Director

Action Steps:

Action Description	Status
Develop a staffing strategy to maintain security talent pool to provide additional security staff to specific schools when coverage is needed (see Recommendation 2.6).	**In Progress**
Identify additional staff resources that may enhance or improve DSSS functionality.	**In Progress**
Identify cross-functional teams composed of existing MCPS offices for continuous collaboration and field-specific expertise.	**In Progress**

Deliverables:

Additional Information:

Effective allocation, utilization, management, and training of school security personnel and other staff

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RECOMMENDATION #2.9: Establish a plan for mobilizing school security staff to supplement school-based resources, as necessary, in response to critical incidents and to address vacancies due to absences or other personnel reasons by creating processes for reallocating school security staff on a temporary basis among schools to respond to crises.

Topic:	Lead Office(s):	Responsible Person(s):
Staffing	Department of School Safety and Security	Robert Hellmuth, Director

Action Steps:

Action Description	Status
Continue to use regular security meeting to identify and discuss schools or areas that require extra support.	**In Progress**
Coordinate responses to those schools or areas that mobilize additional school security staff and other human capital, such as school psychologists and PPWs, to supplement school-based resources.	**In Progress**
Review and debrief coordinated responses to identify areas of improvements and successes as a matter of course. Include school-based administrators in debriefing sessions.	**In Progress**
Create emergency response plans for elementary schools that use available security staff resources within the cluster.	**Design**

Deliverables:
- Cluster-based emergency response plans for elementary schools

Additional Information:

Effective allocation, utilization, management, and training of school security personnel and other staff

RECOMMENDATION #2.10: Create a uniform incident-reporting management system with consecutive case numbers to be used by all security personnel to document incidents that they handle.

Topic: Data analysis	Lead Office(s): Office of the Chief Technology Officer Office of School Support and Improvement Department of School Safety and Security	Responsible Person(s): Peter Cevenini, Associate Superintendent Dr. Kimberly Statham, Deputy Superintendent Robert Hellmuth, Director

Action Steps:

Action Description	Status
Creation of the incident-reporting management system for school-based administrators and OSSI staff to log and track incidents.	**Completed**
Re-evaluation of system effectiveness.	**In Progress**

Deliverables:
- Updated incident management system (completed)

Additional Information:
The current serious-incident management system allows data to be exported, sorted, reviewed, and analyzed.

Technology infrastructure, including security cameras, and their use

RECOMMENDATION #3.1: Develop a systemwide strategy for prioritization, placement, maintenance, upgrades, and most-effective use of security cameras and other technology in schools, led by DSSS.

Topic: Technology enhancements	Lead Office(s): Office of the Chief Technology Officer Department of School Safety and Security	Responsible Person(s): Peter Cevenini, Associate Superintendent Robert Hellmuth, Director

Action Steps:

Action Description	Status
Build out communication infrastructure and purchase of digital mobile radios for school buses, school administrators, and security personnel.	**In Progress**
Explore moving repair and maintenance of access control systems (ACS) with Department of Facilities Management and Office of the Chief Technology Officer.	**In Progress**
Provide an update to principals with ACS/VMS guidance and best practices.	**Design**
Establish a technology modernization strategy for security cameras, ACS/VMS, and other security-related technology components systemwide.	**In Progress**

Deliverables:
- New digital mobile radio system for school buses, school administrators, and school personnel
- Memorandum providing ACS/VMS guidance and best practices for principals
- Technology modernization strategy for all security-related technology components systemwide

Additional Information:
In addition to schools, MCPS is dedicated to assessing and implementing security-related technology infrastructure at all nonschool facilities, such as Carver Educational Services Center (CESC) and Rocking Horse Road Center.

Facility enhancements to restrict or limit access to more isolated areas of school buildings and grounds

RECOMMENDATION #4.1: Develop an expedited process for the Department of Facilities Management, in collaboration with DSSS, to identify, investigate, and respond appropriately to facility issues that present security concerns.

Topic:	Lead Office(s):	Responsible Person(s):
Facility enhancements	Department of Facilities Management Department of School Safety and Security	James Song, Director Robert Hellmuth, Director

Action Steps:

Action Description	Status
Use regular security meetings to review and process security-related facility requests.	**Design**
Communicate to principals the estimated timelines for repair for security-related facility issues, if applicable.	**Design**
Continue nonschool facilities walk-through assessments similar to school visits to identify security needs and propose facility enhancements, as appropriate.	**In Progress**

Deliverables:
- Nonschool facility walk-through assessments and plans

Additional Information:

Facility enhancements to restrict or limit access to more isolated areas of school buildings and grounds

RECOMMENDATION #4.2: Develop strategies to structure or configure entrances to high schools to direct all visitors to the main office on initial entry to the school.

Topic: Facility enhancements	Lead Office(s): Department of Facilities Management	Responsible Person(s): James Song, Director

Action Steps:

Action Description	Status
Develop approaches specific to each school to achieve a controlled entrance (vestibule) with direction for visitors to a central access point. There are 38 schools without a controlled entrance (vestibule) at this time (11 high schools, 9 middle schools, 17 elementary schools, and the Blair G. Ewing Center).	**In Progress**
Use funds from the FY19–24 CIP that includes $4.9 million to move through school projects that include constructing or reconfiguring a controlled entrance (vestibule). Projects vary considerably in cost and scope, ranging from $100,000 to over $1 million.	**In Progress**

Deliverables:
- School-specific approaches to achieve controlled entrances (vestibules) for remaining schools

Additional Information:

Facility enhancements to restrict or limit access to more isolated areas of school buildings and grounds

RECOMMENDATION #4.3: Continue to examine best practices for security-related facility improvements to identify opportunities for continuous improvement.

Topic:	Lead Office(s):	Responsible Person(s):
Facility enhancements	Department of Facilities Management	James Song, Director

Action Steps:

Action Description	Status
Research best practices for security-related facility improvements (e.g., fencing).	**In Progress**
Continue nonschool facilities walk-through assessments similar to school visits to identify security needs and propose facility enhancements as appropriate (see Recommendation 4.1).	**In Progress**
Monitor developments at the state level and coordinate efforts with the Maryland Center for School Safety.	**In Progress**

Deliverables:
- Nonschool facility walk-through assessments and plans

Additional Information:

Facility enhancements to restrict or limit access to more isolated areas of school buildings and grounds

RECOMMENDATION #4.4: Ensure that classroom doors can be secured from the inside in new school construction and renovations; begin retrofitting classroom doors in existing facilities, budget permitting, so that all classrooms can be locked from the inside.

Topic:	Lead Office(s):	Responsible Person(s):
Facility enhancements	Department of Facilities Management Department of School Safety and Security	James Song, Director Robert Hellmuth, Director

Action Steps:

Action Description	Status
Research and develop a cost analysis to procure classroom door magnet devices for MCPS. Classroom door magnet devices fit into the frame of the door where the lock would latch. *(The device allows doors to remain in the locked position while still allowing entry/exit for persons until an emergency situation arises, at which point anyone may remove the magnet, thus securing the door. This prevents classroom teachers or other persons from trying to locate keys to lock the door in an emergency.)*	**Completed**
Procure classroom door magnets to address non-lockable classroom doors.	**Completed**
Develop trainings for all school staff about proper use, best practices, and guidelines for using classroom door magnets.	**Design**
Continue inside locking mechanisms for new construction.	**In Progress**
Develop cost proposal for retrofitting existing doors with inside locking mechanisms.	**In Progress**

Deliverables:
- Cost analysis of classroom door magnet devices for MCPS classrooms; procurement of devices
- Instructions/training on best practices to safely utilize these devices
- Cost proposal for inside locking mechanisms

Additional Information:

Procedures and practices for supporting positive student behavior throughout the school day

RECOMMENDATION #5.1: Establish systemwide standards and protocols for supporting positive student behaviors and creating a positive school culture outside the classroom, including requirements for teachers, administrators, and other staff to supervise hallways at the beginning and end of the school day, during lunch, during transitions between class periods, as well as around bathrooms and spaces in buildings that are less frequently trafficked.

Topic:	Lead Office(s):	Responsible Person(s):
Student support and improvement	Office of School Support and Improvement Department of School Safety and Security	Dr. Kimberly Statham, Deputy Superintendent Robert Hellmuth, Director

Action Steps:

Action Description	Status
Develop a school-by-school plan documenting teacher, administrator, and other staff placement throughout the school day to increase student monitoring and supervision. Individual school plans should be developed through a collaboration with school administrators and central office staff, including OSSI and DSSS.	**In Progress**
Review staff placement, particularly at schools with areas of concern, blind spots, or smaller complements of security personnel.	**In Progress**

Deliverables:
- School-by-school plan documenting staff placement throughout the building for student supervision

Additional Information:

Procedures and practices for supporting positive student behavior throughout the school day

RECOMMENDATION #5.2: Develop systemwide guidelines and strategies for supporting positive student behaviors and increasing adult supervision during lunch, particularly in those schools where there is a single lunch period for the entire school.

Topic:	Lead Office(s):	Responsible Person(s):
Student support and improvement	Office of School Support and Improvement	Dr. Kimberly Statham, Deputy Superintendent
	Department of School Safety and Security	Robert Hellmuth, Director

Action Steps:

Action Description	Status
Identify mechanisms to increase adult supervision during lunch such as exploring the use of teachers and support staff in the building to supervise lunch period(s).	**Design**
Reexamine single lunch periods at schools from various perspectives such as student safety/security and staff accountability.	**Design**

Deliverables:

Additional Information:

Procedures and practices for supporting positive student behavior throughout the school day

RECOMMENDATION #5.3: Require students who leave campus for open lunch to use the same procedures for re-entering the building as are employed at the beginning of the school day. This same approach also should be used for staff.

Topic: Student support and improvement	**Lead Office(s):** Office of School Support and Improvement	**Responsible Person(s):** Dr. Kimberly Statham, Deputy Superintendent

Action Steps:

Action Description	Status
School administrators of identified high schools with open lunch policies should establish clear policies and procedures for students exiting and re-entering the building during lunch. Staff deployment is critical for student accountability.	**Design**
School administrators at all schools should communicate with school staff about proper policies and procedures for safely entering and exiting the building (e.g., staff lunches, proper ingress/egress).	**Design**

Deliverables:
- School-specific plans and procedures for students exiting and re-entering the building for schools with open lunch

Additional Information:

RECOMMENDATION #6.1: Conduct a systemwide inventory of all school-sponsored prevention and early-intervention programs currently operated by individual high schools.

Topic:	Lead Office(s):	Responsible Person(s):
Prevention/early-intervention programs	Office of the Chief Academic Officer Office of Student and Family Support and Engagement	Dr. Maria Navarro, Chief Academic Officer Dr. Jonathan Brice, Associate Superintendent

Action Steps:

Action Description	Status
Conduct a systemwide inventory of all school-sponsored prevention and early-intervention programs currently operated by individual high schools.	Design
Expand systemwide inventory to include primary and middle schools.	Design

Deliverables:
- Create a spreadsheet or list of all school-sponsored prevention and early-intervention programs

Additional Information:
Mental Health and Wellness Resource Guide
www.montgomeryschoolsmd.org/uploadedFiles/departments/security-new/signs-of-student-suicide.pdf

Systemwide prevention and early-intervention programs

RECOMMENDATION #6.2: Develop a plan to assess the identified programs to ensure their efficacy, using a variety of metrics, including student feedback as well as benchmarking with best practices in other districts.

Topic:	Lead Office(s):	Responsible Person(s):
Prevention/early-intervention programs	Office of the Chief Academic Officer Office of Student and Family Support and Engagement	Dr. Maria Navarro, Chief Academic Officer Dr. Jonathan Brice, Associate Superintendent

Action Steps:

Action Description	Status
From the inventory of all school-sponsored prevention and early-intervention programs currently operated in high schools, develop a plan to assess each programs' efficacy and effectiveness (e.g., reduction in number of disciplinary incidents, overall school climate, overall student achievement).	**Design**
Research best practices for prevention and early-intervention programs in other districts; report findings; align to MCPS practices.	**Design**
Discuss prevention and early-intervention programs and their application to at-risk students at regular security meetings.	**Design**

Deliverables:
- Efficacy and effectiveness of programs using a variety of metrics, such as reduction in the number of disciplinary incidents, school climate, overall student achievement

Additional Information:

Systemwide prevention and early-intervention programs

RECOMMENDATION #6.3: Create a systemwide approach to implement the most effective programs in high schools throughout the district.

Topic: Prevention/early-intervention programs	Lead Office(s): Office of the Chief Academic Officer Office of Student and Family Support and Engagement	Responsible Person(s): Dr. Maria Navarro, Chief Academic Officer Dr. Jonathan Brice, Associate Superintendent

Action Steps:

Action Description	Status
Research best practices for systemwide prevention and early-intervention programs; assess needs for individual MCPS schools based on a number of indicators, including incident reporting and school climate data.	**Design**
Build program capacities at schools, including resource building, staff training, raising community awareness, and requesting grants for additional funding; develop strategic plan for implementing programs at each school.	**Design**
Monitor and evaluate program(s) use, fidelity, and adaptation to each school.	**Design**
Make identified programs accessible for students in all high schools within the district.	**Design**

Deliverables:
- Identify schools for targeted expansion or implementation of effective programs, as needed

Additional Information:

Collaboration with law enforcement and other partner agencies

RECOMMENDATION #7.1: Work with the ICB to determine how best to provide appropriate security for functions held in schools and increase the use of mechanisms, such as gates, that can limit where those using a school after hours may venture.

Topic:	Lead Office(s):	Responsible Person(s):
Partner Agency Collaboration	Department of Facilities Management	James Song, Director

Action Steps:

Action Description	Status
Assemble internal MCPS work group of DFM, DSSS, and school-based administrators to review current policies and regulations governing CUPF use of MCPS facilities/schools.	Completed
Schedule internal MCPS work group and CUPF team to discuss areas of concern, such as the provision of security staffing and facility enhancements for after hours use and events in MCPS facilities/schools.	In Progress
Report assessment of security needs for functions held in facilities/schools after hours and itemized facility mechanisms to limit access to unauthorized areas of the facility/school.	In progress

Deliverables:
- Report how best to provide appropriate security for functions in facilities/schools and work plan for limiting access to unauthorized areas of facilities/schools during public use

Additional Information:
Internal MCPS work group consists of staff from Facilities Management, School Safety and Security, and school-based administrators and school business administrators. The CUPF work group includes Ginny Gong, director, and associates.

RECOMMENDATION #7.2: Continue to work with MCPD to review, update, and improve key implementation issues of the SRO program and other collaborative efforts.

Topic:	**Lead Office(s):**	**Responsible Person(s):**
Partner Agency Collaboration	Department of School Safety and Security	Robert Hellmuth, Director

Action Steps:

Action Description	Status
Explore staffing SROs at schools five days/week instead of the four day/week schedule currently in place.	**In progress**
An updated Memorandum of Understanding between MCPS and local law enforcement agencies was issued and signed in an effort to enhance relationships and communication among the involved law-enforcement agencies, MCPS, administrators, staff, students, parents, and community members. An additional section was added to address the need for gang awareness and to develop and implement gang prevention and intervention programs for MCPS students and their families, with a focus on outreach to at-risk MCPS students.	**Completed**
Design and implement additional gang-awareness training for MCPS security staff, in collaboration with MCPD and the State's Attorney's Office.	**In progress**
Review emergency response protocols with MCPD to ensure consistency and alignment of current practices.	**In progress**
Review active-shooter emergency protocols with MCPD and the Maryland Center for School Safety and make updates to protocols as necessary.	**In progress**

Deliverables:
- Updated *School Resource Officer Program & Other Law Enforcement Responses to School-Based Incidents* Memorandum of Understanding (MOU) with law enforcement partner agencies

Additional Information:
School Resource Officer Program & Other Law Enforcement Responses to School-Based Incidents Memorandum of Understanding (MOU) with law enforcement partner agencies (Updated October 2017)

RECOMMENDATION #7.3: Establish a working group consisting of affected schools, local law enforcement, and community service providers to share information on gang activities and gang-prevention efforts.

Topic:	Lead Office(s):	Responsible Person(s):
Partner Agency Collaboration	Department of School Safety and Security Office of Student and Family Support and Engagement	Robert Hellmuth, Director Dr. Jonathan Brice, Associate Superintendent

Action Steps:

Action Description	Status
In the 2017–2018 school year, MCPS convened gang-prevention meetings with partner agencies.	**Completed**
Increase frequency of meetings with law enforcement partner agencies.	**Design**
Expand gang-prevention work to include community service providers.	**Design**

Deliverables:
- GOAL: Establish a routine/frequency and appropriate forum for communication and information exchange between MCPD and MCPS that provides community news and updates

Additional Information: