



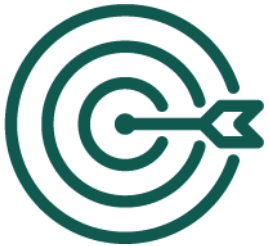
# MOU RECOMMENDATIONS AND EVALUATION PLAN

Alexandria City Public Schools' SLEP Committee

# OBJECTIVES FOR TODAY'S SESSION:



Build consensus and finalize  
MOU recommendations



Review a proposed evaluation  
plan

# SLEP JOURNEY TO DATE – 2022-23

Hanover Research completed the following three research studies on behalf of ACPS and SLEP:



## Best Practices For Policing In K-12 Schools

**June 2022**

Hanover reviewed best practices for structuring SRO programs and research examining the effects of SROs and school policing more broadly on school climate, safety, and student outcomes.



## SLEP Stakeholder Survey

**September -  
October 2022**

Hanover surveyed ACPS staff members, middle and high school students, parents of ACPS students, and community members familiar with ACPS.

**5,238**

Total Respondents



## Discussion Groups

**October –  
November 2022**

Hanover conducted 18 discussion groups with 142 middle and high school students, parents, and staff.

**142**

Discussion Group Participants

# SLEP JOURNEY TO DATE – 2023-24

Hanover Research completed the following research studies on behalf of ACPS and SLEP:



## **Best Practices in School Resource Officer Programming**

**October 2023**



## **SLEP Stakeholder Survey Alignment**

**November 2023**



## **SRO Program – Logic Model and Evaluation Framework**

**December  
2023 – March  
2024**

# LOGIC MODEL: SLEP SCHOOL RESOURCE OFFICER PROGRAM

## SHORT-TERM OUTCOMES

Which outcomes does the district expect to achieve in Year 1?

Program Adoption	<ul style="list-style-type: none"><li>SROs understand responsibilities within the Triad model</li></ul>	<ul style="list-style-type: none"><li>Teachers and other school staff are familiar with the Triad model and SRO responsibilities</li><li>Trained in Triad Model</li></ul>
Student and School Community Outcomes	<ul style="list-style-type: none"><li>Improved safety outcomes</li></ul>	<ul style="list-style-type: none"><li>Disruptions decrease</li></ul>

## MEDIUM-TERM OUTCOMES

Which outcomes does the district expect to achieve in Years 2-3?

Student and School Community Outcomes	<ul style="list-style-type: none"><li>Increased feelings of safety among students, teachers, staff, and community members</li><li>Number of arrests decrease</li><li>Improvement in teacher retention</li></ul>	<ul style="list-style-type: none"><li>Decrease in violent and aggressive incidents</li><li>Fewer discipline incidents</li><li>Decrease in truancy levels</li><li>Reduction in complaints to SROs</li></ul>
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## LONG-TERM OUTCOMES

Which outcomes does the district expect to achieve in Year 4 and subsequent school years?

Student and School Community Outcomes	<ul style="list-style-type: none"><li>Less instructional and classroom time spent on behavioral incidents and discipline</li><li>Reduced crime in schools</li></ul>	<ul style="list-style-type: none"><li>Improved relationships between law enforcement and students</li><li>Increased student engagement in school</li><li>Improved student academic achievement</li></ul>
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# **MOU RECOMMENDATIONS**

# DRAFT SLEP 2.0 RECOMMENDATIONS

- 1) The partner organizations should continue to incrementally update (per established two-year cycle) the MOU between ACPS and the APD to better align with the triad model, which conceptualizes the School Resource Officer (SRO) role as having three components: law enforcer (primary), educator and informal counselor.
- 2) The partners should conduct qualitative research to benchmark the SRO program with other leading school districts. The Subcommittee recommends a 'pulse' survey in the 2024-25 school year, followed by a new survey once the MOU has been adopted and implemented (2025 to 2027).
- 3) **Nine recommendations to be included in the 2025-2027 MOU update**, all of which contribute to improved ongoing Evaluation of the School Law Enforcement Partnership with the goal of creating an SRO program data dashboard that reflects indicators for these short, medium and long-term outcomes.

# ACTIVITY 1: INDEPENDENT REFLECTION



Independently review the drafted MOU additions/ revisions (See slides 9-17). As you read, highlight or use post-its to identify those parts of the text that:

- Raise questions or concerns for you or conflict with your beliefs
- Confirm what you believe and our past discussions

Please also **note anything that you believe is missing** from the proposed recommendations.



# ACTIVITY 2: PAIR UP AND REVIEW/ REVISE

Review your reflections with a partner.

Build consensus as a pair.

Use sticky notes to draft 1-2 possible additions/ revisions within each outcome, if any.

Place your sticky notes on the applicable charts.

# ACTIVITY 3: GALLERY WALK AND FINALIZE

Gallery Walk- review all notes for each outcome.

Build consensus and finalize each outcome with the whole group.

# OUTCOME 1

## Outcome 1- SROs understand responsibilities within the Triad model

Timeframe and Indicator	MOU Additions/Revisions (red text new)	Reflection
<b>Timeframe:</b> Short-Term (to be included in next MOU, which will begin July 1, 2025 and run to June 30, 2027)	4aiv- Police Department Responsibilities: The APD will ensure the SRO receives relevant training prior to any assignment in a school and ongoing joint training with school administrators. The training should be aligned with the MOU and DCJS curriculum and in consultation with ACPS.  [DRAFT] APD will develop a law-related curriculum for students, faculty and parents. The curriculum for students will be age-appropriate based on grade level.	<input type="checkbox"/> <b>Initial Reaction/ Observations:</b>   <input type="checkbox"/> <b>1-2 Possible Additions:</b>   <input type="checkbox"/> <b>1-2 Possible Revisions:</b>
<b>Current Headline Indicator:</b> Quarterly SRO reports	ACPS will support SRO professional development by providing officers access to trainings on working with students with special needs, bullying, mental health issues in adolescence and how to establish effective relationships with students, staff and parents  Add language to 4a to point to SRO Roles and Responsibilities in Appendix  Appendix 1 – Add language specific to triad model	

## OUTCOME 2

## Outcome 2- Teachers and other school staff are familiar with the Triad model and SRO responsibilities

Timeframe and Indicator	MOU Additions/Revisions (red text new)	Reflection
<b>Timeframe:</b> Short-Term (to be included in next MOU, which will begin July 1, 2025 and run to June 30, 2027)	4bv- ACPS will ensure that school administrators with an assigned SRO receive relevant training on the role and responsibilities of SROs.  Add language to 4bv that tracks training.	<input type="checkbox"/> Initial Reaction/ Observations:   <input type="checkbox"/> 1-2 Possible Additions:   <input type="checkbox"/> 1-2 Possible Revisions:
<b>Current Headline Indicator:</b> Quarterly SRO reports		

# OUTCOME 3

## Outcome 3- Disruptions decrease

Timeframe and Indicator	MOU Additions/Revisions (red text new)	Reflection
<b>Timeframe:</b> Short-Term (to be included in next MOU, which will begin July 1, 2025 and run to June 30, 2027)	3civ- The Office of Safety and Security Services will provide the Superintendent with a summary of findings after each meeting.  Add language that data will be posted on a data dashboard.	<input type="checkbox"/> Initial Reaction/ Observations:
<b>Current Headline Indicator:</b> ACPS School Safety Report	3d- Furthermore, this information will be prepared in a report to be shared with the School Board and the public on the APD and ACPS respective websites.  Add language referring to data dashboard.	<input type="checkbox"/> 1-2 Possible Additions:  <input type="checkbox"/> 1-2 Possible Revisions:

## OUTCOME 4

## Outcome 4- Arrests or referrals, safety related incidents and truancy levels decrease

Timeframe and Indicator	MOU Additions/Revisions (red text new)	Reflection
<b>Timeframe:</b> Medium-Term (Data is tracked now but will be collected and consolidated in a SRO program data dashboard beginning with the 2025-26 school year)	3civ- The Office of Safety and Security Services will provide the Superintendent with a summary of findings after each meeting.  <b>Add language that data will be posted on a data dashboard.</b>  3d- Furthermore, this information will be prepared in a report to be shared with the School Board and the public on the APD and ACPS respective websites.	<input type="checkbox"/> <b>Initial Reaction/ Observations:</b>   <input type="checkbox"/> <b>1-2 Possible Additions:</b>   <input type="checkbox"/> <b>1-2 Possible Revisions:</b>
<b>Current Headline Indicator:</b>  ACPS School Safety Report and Equity for All 2025 Dashboard (Behavioral Outcomes)	<b>Add language referring to data dashboard.</b>	



# OUTCOME 5

## Outcome 5- Reduction in complaints about SROs

Timeframe and Indicator	MOU Additions/Revisions (red text new)	Reflection
<b>Timeframe:</b> Medium-Term (Data is tracked now but will be collected and consolidated in a SRO program data dashboard beginning with the 2025-26 school year)	3civ- The Office of Safety and Security Services will provide the Superintendent with a summary of findings after each meeting.  Add language that data will be posted on a data dashboard.	<input type="checkbox"/> <b>Initial Reaction/ Observations:</b>
<b>Current Headline Indicator:</b>  Quarterly SRO reports	3d- Furthermore, this information will be prepared in a report to be shared with the School Board and the public on the APD and ACPS respective websites.  Add language referring to data dashboard.	<input type="checkbox"/> <b>1-2 Possible Additions:</b>   <input type="checkbox"/> <b>1-2 Possible Revisions:</b>

# OUTCOME 6

## Outcome 6- Increase in positive perceptions of safety

Timeframe and Indicator	MOU Additions/Revisions (red text new)	Reflection
<b>Timeframe:</b> Long-Term (Data is tracked now but will be collected and consolidated in a SRO program data dashboard beginning with the 2025-26 school year)	3ciii- School climate surveys will be reviewed by the Office of Safety and Security Services and analyzed for positive and negative trends versus previous years (annual reviews).  <b>Add language referring to data dashboard.</b>	<input type="checkbox"/> <b>Initial Reaction/ Observations:</b>
<b>Current Headline Indicator:</b> Annual School Climate Survey	3d- Furthermore, this information will be prepared in a report to be shared with the School Board and the public on the APD and ACPS respective websites.  <b>Add language referring to data dashboard.</b>	<input type="checkbox"/> <b>1-2 Possible Additions:</b>   <input type="checkbox"/> <b>1-2 Possible Revisions:</b>

# OUTCOME 7

## Outcome 7- Improved relationships between law enforcement, school security officers and students

Timeframe and Indicator	MOU Additions/Revisions (red text new)	Reflection
<b>Timeframe:</b> Long-Term (Data is tracked now but will be collected and consolidated in a SRO program data dashboard beginning with the 2025-26 school year)	3civ- The Office of Safety and Security Services will provide the Superintendent with a summary of findings after each meeting.  Add language that data will be posted on a data dashboard.	<input type="checkbox"/> <b>Initial Reaction/ Observations:</b>
<b>Current Headline Indicator:</b>  Quarterly SRO reports	3d- Furthermore, this information will be prepared in a report to be shared with the School Board and the public on the APD and ACPS respective websites.  Add language referring to data dashboard.	<input type="checkbox"/> <b>1-2 Possible Additions:</b>   <input type="checkbox"/> <b>1-2 Possible Revisions:</b>

# OUTCOME 8

## Outcome 8- Improvement in teacher retention

[illegible]

# OUTCOME 9

## Outcome 9- Improved student academic achievement

[illegible]



# **PROPOSED EVALUATION PLAN**



# PROPOSED EVALUATION PLAN: PROJECTS



SLEP  
Stakeholder  
Survey



SLEP  
Stakeholder  
Facilitated  
Discussion  
Groups



Behavioral and  
Safety Incidents  
Data Analysis



SLEP Capstone  
Report



SLEP Summary  
Infographic

# SLEP STAKEHOLDER SURVEY



## SLEP Stakeholder Survey

<b>Stakeholder Groups</b>	<ul style="list-style-type: none"><li>▪ Students, staff, families, SROs, and community members</li></ul>
<b>Research Questions</b>	<ul style="list-style-type: none"><li>▪ What are stakeholders' perceptions of safety throughout the school and division?</li><li>▪ What are student, staff, and community members' perceptions of SROs?</li><li>▪ What are students', staff, and community members' needs related to safety throughout the school and division?</li><li>▪ In what areas do SROs, school staff, and administrators need additional professional development around the SRO Triad model?</li></ul>
<b>Key Outcomes Metrics</b>	<ul style="list-style-type: none"><li>• Relationships between stakeholders and SROs and SSOs</li><li>▪ SROs understanding responsibilities of Triad Model</li><li>▪ The needs of students, staff and community members</li><li>▪ Familiarity with Triad Model</li><li>▪ Progress over time</li></ul>

# SLEP STAKEHOLDER FACILITATED FOCUS GROUPS



## SLEP Stakeholder Facilitated Discussion Groups

<b>Stakeholder Groups</b>	<ul style="list-style-type: none"> <li>Students, staff, families, SROs, and community members</li> </ul>
<b>Research Questions</b>	<ul style="list-style-type: none"> <li>What are students', staff, families', and community members' perceptions of safety throughout the school and division?</li> <li>What are student, staff, and community members' perceptions of SROs?</li> <li>What are students', staff, and community members' needs related to safety throughout the school and division?</li> <li>In what areas do SROs, school staff, and administrators need additional professional development around the SRO Triad model?</li> </ul>
<b>Key Outcomes Metrics</b>	<ul style="list-style-type: none"> <li>SROs understanding responsibilities of Triad Model</li> <li>Relationships between stakeholders and SROs and SSOs</li> <li>The needs of students, staff and community members</li> <li>Familiarity with Triad Model</li> </ul>

# BEHAVIORAL AND SAFETY INCIDENTS DATA ANALYSIS DASHBOARD



## Behavioral and Safety Incidents Data Analysis

<b>Stakeholder Groups</b>	<ul style="list-style-type: none"><li>▪ No direct stakeholder involvement</li></ul>
<b>Research Questions</b>	<ul style="list-style-type: none"><li>▪ What trends exist in behavioral and safety incidents?</li><li>▪ What are the behavioral and safety incidents for students before and after SRO program implementation?</li><li>▪ What disproportionalities in behavioral and safety incidents exist between student subgroups?</li><li>▪ How have those disproportionalities changed over time?</li></ul>
<b>Key Outcomes Metrics</b>	<ul style="list-style-type: none"><li>▪ Trends in student behavioral data and safety incident reports – tracking key metrics (including teacher retention)</li><li>▪ Impact of SRO programmatic changes</li></ul>

# ANNUAL SLEP CAPSTONE REPORT



## SLEP Capstone Report or Infographic (Annual)

<b>Stakeholder Groups</b>	<ul style="list-style-type: none"><li>▪ No direct stakeholder involvement</li></ul>
<b>Research Questions</b>	<ul style="list-style-type: none"><li>▪ What are the key trends from the evaluation studies that demonstrate impacts of the SRO program?</li><li>▪ What are students', staff, families', and community members' perceptions of safety throughout the school and division?</li><li>▪ What are student, staff, and community members' perceptions of SROs?</li><li>▪ What are the indicators of short and long-term effects on student and school outcomes?</li></ul>
<b>Key Outcomes Metrics</b>	<ul style="list-style-type: none"><li>▪ Key takeaways of impact and perception trends from the mixed-methods evaluation studies</li></ul>



Thank you.

## CONTACT

Marriam Ewaida

*Managing Director, K-12 Content*

E: [mewaida@hanoverresearch.com](mailto:mewaida@hanoverresearch.com)

P: 202.517.1273

 [hanoverresearch.com](http://hanoverresearch.com)