

SCHOOL RESOURCE OFFICER

MEMORANDUM OF UNDERSTANDING

A. Mission Statement

The community of Arroyo Grande, the Lucia Mar Unified School District, and the Arroyo Grande Police Department are significantly impacted by demands to address incidents and situations directly or indirectly related to juveniles and the schools. The problems of juvenile delinquency, alcoholic beverage and illegal substance abuse, gang involvement, and other youth-related problems that negatively affect the community and the schools can be best addressed in a pro-active, interactive and preventive manner. Effective education requires a safe and orderly environment in which learning can occur. Consequently, the Arroyo Grande Police Department and the Lucia Mar Unified School District jointly propose to implement the School Resource Officer (SRO) program within the Lucia Mar Unified School District for schools located within the City of Arroyo Grande. The mission of the SRO program shall be to provide appropriate law enforcement resources and a school-based approach to the development of a positive relationship among students, staff and the police, the maintenance of a safe learning environment and the prevention of juvenile delinquency, alcoholic beverage and illegal substance abuse, and gang involvement by our community's youth.

In order to facilitate a proper working relationship between the school administration and the SRO, it is important to establish, maintain, and update specific guidelines and procedures to be followed by the SRO and school administrators.

This Memorandum of Understanding clarifies the roles of the SRO and school administrators, their scope of authority, and the respective responsibilities of the Lucia Mar Unified School District and the Arroyo Grande Police Department in this collaboration. The success of this program relies on effective communication among the SRO, school administrators, and other key staff members of each organization.

All references in this Memorandum of Understanding to responsibilities and obligations of the Lucia Mar Unified School District, the Arroyo Grande Police Department, and the City of Arroyo Grande are applicable only to schools located within the City of Arroyo Grande.

Under the terms of this Memorandum of Understanding, the Lucia Mar Unified School District and the Arroyo Grande Police Department agree that the duties, responsibilities and physical presence of the SRO are not limited to the Arroyo Grande High School but include all schools in the Lucia Mar Unified School District within the City of Arroyo Grande.

B. Concept

The SRO program shall utilize the SRO Triad concept as set forth by the NASRO National Association of School Resource Officers (NASRO) that is attached hereto and incorporated herein by reference. The SRO Triad concept generally means that the officers assigned to the SRO program are law enforcement officers, counselors and teachers. The SRO is first and foremost a law enforcement officer for the City of Arroyo Grande. The SRO shall be responsible for carrying out all duties and responsibilities of a Police Officer and shall ultimately at all times remain under the control of the Arroyo Grande Police Department and its policies and procedures.

The SRO will comply with the policies and procedures of the Lucia Mar Unified School District to the extent that such policies and regulations do not conflict with those of the Arroyo Grande Police Department or the City of Arroyo Grande, are not in conflict with other terms in this Memorandum of Understanding, and are not in conflict with federal, state, or local laws. The SRO is an enforcement officer in CRIMINAL matters only. The SRO shall not enforce any school or classroom rules. The SRO is not a school disciplinarian and should not assume this role. The SRO shall not involve themselves in administrative matters of Lucia Mar Unified School District that do not relate to the duties and responsibilities of the SRO. The SRO is not a formal counselor and will not act as such; however, the SRO may be used as a resource to assist students, parents, school staff and all persons involved with the Lucia Mar Unified School District. The SRO may also be used as a teacher and can instruct in a variety of subjects ranging from alcoholic beverage and illegal substance abuse to citizenship and community responsibilities. The SRO may use teaching to build rapport between the students and the staff.

C. Description of General Duties

1. The SRO is a sworn Arroyo Grande Police Officer assigned to provide the law enforcement expertise and resources to assist school staff in maintaining safety and order within the assigned school(s) and in the prevention and control of crime, juvenile delinquency, truancy and disorder on school campuses and in the immediate area of the school campuses if students may reasonably be involved through the enforcement of applicable state statutes and Municipal Codes as appropriate.
2. The SRO will conduct or assist in the investigation of incidents on school campuses.
3. The SRO may assist in the coordination of the efforts of other law enforcement agencies on the school campuses.
4. The SRO will be considered an active member of the administrative team in his/her assigned school(s).

5. Although the SRO's primary responsibility and location will be the Arroyo Grande High School, he/she shall respond to SRO-related issues at other Lucia Mar Unified School District campuses within the City as reasonable and appropriate.
6. The school buildings, grounds, and the adjacent neighborhoods and streets will be the equivalent of the SRO's patrol area and he/she will assume primary responsibility for handling calls for police service and coordinating the response of other police or emergency resources to the school. All criminal activity that comes to the attention of the school staff shall be reported immediately to the Police Department. In an emergency situation, the school shall call 911 and should also notify the SRO as soon as reasonably possible. In a non-emergency situation, the school should notify the SRO or call the non-emergency Police Department number if the SRO is not available. The SRO may delay his/her immediate response to incidents that are not of an emergency nature for action upon his/her return to duty.
7. The Arroyo Grande Police Department will provide the SRO with a vehicle for his/her use as appropriate.
8. The SRO may be required to appear in court and assist in prosecution and other judicial processes as reasonably necessary as a result of his/her position.
9. The SRO's duty schedule will be determined by the Chief of Police or his/her designee, in conjunction with the school administration and in compliance with the Fair Labor Standards Act, but will generally be arranged to provide coverage and visible presence throughout the school day including peak arrival and departure times before and after school. In addition, the SRO may be required to attend school-related functions during normal classroom hours and special after-school activities, e.g. school dances and sporting events. If the SRO is required to attend special after-school activities, he/she shall normally adjust his/her normal work schedule. This type of shift adjustment shall normally be reserved for Arroyo Grande High School events and shall not replace other security arrangements, e.g. off-duty police personnel or private security.
10. The SRO will normally conduct their duties in full police uniform to enhance the visible presence of and interaction with a uniformed Police Officer; however, the SRO may be permitted to wear plainclothes according to any special needs and with the prior approval of the Chief of Police or his/her designee.
11. The SRO will assist with training for the school administration in law enforcement-related matters. Information about crime trends and changes in criminal law relevant to schools shall be disseminated to the school administration to assist in effectively establishing and maintaining safe school environments.

12. The SRO may become involved with the school's curriculum and provide instruction that will enhance the student's understanding of the police mission and the responsibilities of citizenship. However, responding to incidents or conducting investigations must, of necessity, take precedence over classroom instruction. Lesson plans for all formal, organized presentations shall be forwarded to the school administration and the Chief of Police or his/her designee prior to presentation.
13. The SRO will be responsible for monitoring the social and cultural environment to identify emerging youth problems. All information concerning these emerging issues shall be provided to the Chief of Police or his/her designee, in conjunction with the school administration. Prevention and early intervention strategies shall be coordinated with the Chief of Police or his/her designee in conjunction with the school administration.
14. When it is in the best interest of the Police Department and the school, the SRO may make formal presentations to, or participate in, meetings related to school-based community organizations, students, and parents such as parent-teacher organizations, School Advisory Council, and School Board meetings. The presentations provided or the educational resources made available may include, but are not limited to, alcoholic beverage and illegal substance abuse, criminal law-related education, criminal justice system orientation, juvenile delinquency prevention, gang involvement and awareness and community responsibility. Participation in other activities such as panel discussions, mentoring programs, and community coalitions or task forces must be approved in advance by the Chief of Police or his/her designee.
15. Programs conducted in schools by other Police Department members shall be coordinated with the SRO to avoid redundant services and to ensure equitable distribution of such programs and services.
16. A critical element of the SRO program is an open relationship and strong communication between the school administration and the SRO. The SRO shall meet on a weekly basis, or more frequently if necessary, with school administration for the purpose of exchanging information about current crime trends, problem areas, or other areas of concern that have the potential for disruption in the school or within the community.

17. During times when schools are in session, the SRO will devote his/her complete shift to the school calendar day, except for required duties such as court appearances or unless required to respond to emergency situations including but not limited to Regional SWAT team call-outs. During times when schools are not in session, e.g. holiday breaks, spring break, and summer vacation, and the SRO is not involved in assigned school-related activities, the SRO will be assigned to duties at the discretion of the Police Department. The SRO shall attend all in-service training required by the Police Department throughout the year, whether or not school is in session.
18. The SRO shall utilize the appropriate Police Department mechanism, e.g. the CADS or crime and incident reports, to record his/her activities in a timely manner. That record shall be made available to school administration upon request.
19. Other duties and responsibilities of the SRO include:
 - (a) Proper disposal of illegal substances recovered by the school and not needed for criminal prosecution.
 - (b) Maintaining familiarity with the Lucia Mar Unified School District Student Rules and Regulations.
 - (c) Attending and providing testimony at school disciplinary hearings upon request.
 - (d) Participation in other youth-related community activities as assigned by the Chief of Police or his/her designee.

D. Selection

Selection of the SRO will be a collaborative process between the Lucia Mar Unified School District and the Arroyo Grande Police Department and shall conform to applicable Police Department policy and procedures. Notice will be given to members of the Police Department and interested officers shall submit a memorandum on interest to the Chief of Police or his/her designee for consideration. The candidates will normally be interviewed by a board consisting of law enforcement personnel selected by the Chief of Police and Lucia Mar Unified School District personnel. An exception to the normal interview board process may include, but is not limited to, a Police Department decision to immediately remove the SRO for disciplinary or administrative reasons and immediately replace that SRO with another officer to ensure the continuity of the SRO program. Although the selection process is designed to obtain the input and feedback of the Lucia Mar Unified School District representatives, the final selection of the SRO will be at the discretion of the Chief of Police.

E. School District Responsibilities

The Lucia Mar Unified School District shall provide the SRO with the following materials, facilities and processes that are deemed reasonably necessary to the performance of the SRO's duties:

1. Access to a climate controlled office with proper lighting and a landline telephone for general use.
2. A location for files and records that can be properly locked and secured.
3. A desk with drawers, chair, filing cabinet and basic office supplies.
4. Appropriate access to a Lucia Mar Unified School District computer and secretarial/administrative assistance when necessary.
5. Access to and encouragement of classroom participation.
6. The opportunity for the SRO to address school staff about the SRO program and its goals and objectives.
7. Seek input from the SRO regarding criminal justice issues related to the school environment.

F. Desired Outcome

1. To mutually provide for a safe and secure environment for all persons working, attending, or visiting the Lucia Mar Unified School District buildings and grounds within the City of Arroyo Grande.
2. To mutually develop and maintain an active partnership between the Arroyo Grande Police Department and the Lucia Mar Unified School District to preserve a safe and secure educational environment.
3. To communicate and cooperate regarding law enforcement-related issues occurring within the boundaries of the Lucia Mar Unified School District campuses in the City of Arroyo Grande.
4. When deemed reasonable and appropriate, to mutually apply counseling, mentoring, and/or alternative resources to conflict resolution consistent with the policies and procedures of the Arroyo Grande Police Department and the Lucia Mar Unified School District with the realization that law enforcement processes are but one of the possible solutions available as an option for intervention.
5. To mutually participate in the educational process as a resource and as an advocate for the criminal justice system.

G. Information Sharing

Consistent with the basic tenants of the relationship between the school administration and the SRO described in this Memorandum of Understanding, open communication is essential to ensure program effectiveness. The SRO should exchange information with the school administration regarding students' involvement in criminal activity in and around the school. This shall be limited to information that directly relates to and contributes to the safety of the school environment. The SRO shall not make any official document, police report, or record available to the school administration or its staff that is not legally permissible nor shall the school administration or its staff make any official document, report or record available to the SRO that is not likewise legally permissible.

H. Supervision Responsibility & Chain of Command for the SRO

As the primary employer of the SRO, the Arroyo Grande Police Department shall maintain primary supervision of the SRO. The SRO will work closely with school administration to determine the most reasonable and effective use of the SRO's time and expertise, but shall not be subject to the supervision or direction by the Lucia Mar Unified School District, its officers, agents or employees. Scheduling needs outside of regularly scheduled school hours involving investigations, school-related activities and/or school-related functions should be coordinated through the cooperative efforts of the SRO, the Lucia Mar Unified School District Superintendent or a designate chosen by the Superintendent, and the SRO's supervisor.

Evaluation of the SRO shall be conducted as a function of supervision consistent with the Arroyo Grande Police Department's policies and procedures. The Superintendent of the Lucia Mar Unified School District, or his/her designee, shall have the opportunity to submit supplemental evaluations of the SRO related to the fulfillment of position responsibilities to the SRO supervisor. The SRO supervisor, as a part of the SRO's evaluation, shall consider any such supplemental evaluation.

I. Decision-Making Authority Regarding Enforcement of Applicable Laws and Procedures by the SRO

The Arroyo Grande Police Department has policy and procedure in place managing chain of command, span of control, and resolution of conflicting orders. All chain of command issues involving the SRO shall be resolved through existing Police Department policy.

The SRO as a sworn police officer shall retain decision-making authority related to law-enforcement issues. Decision-making authority related to school policy, procedures, and practices shall be retained by the school administration and staff. Inconsistencies and/or conflicts between Police Department policy and Lucia Mar Unified School District policy shall be resolved through mutual cooperation and alterations or amendments to this Memorandum of Understanding.

J. Evaluation of the Program

Evaluation of the SRO program shall be conducted informally at the end of the first school semester. A formal annual program review/evaluation shall be conducted within 30 days of the end of each school year.

Evaluation of the SRO program shall be conducted as a cooperative effort between the Arroyo Grande Police Department and the Lucia Mar Unified School District.

K. Commitment to School Resource Officer Retention

Both the Arroyo Grande Police Department and the Lucia Mar Unified School District are committed to the philosophy and interaction of a SRO within the school system. The SRO functions as a pro-active Community Policing and Problem Solving resource for the Arroyo Grande Police Department as an integrated and intensively interactive police resource with Lucia Mar Unified School District students, staff, and administration. Therefore, understanding that the SRO is mutually beneficial to the duties, responsibilities, and organizational goals of both parties to this agreement, a plan to retain this position will be considered on an annual basis by the Lucia Mar Unified School District, the School Board and the Arroyo Grande Police Department through cooperative funding arrangements proposed by the parties at that time.

L. Funding Plan

The Arroyo Grande Police Department and the Lucia Mar Unified School District will individually budget, through local municipal and district funding sources, for operational expenses necessary to comply with this agreement to fully fund the SRO position. The calendar year effected by this Memorandum of Understanding shall be immediately sequential to the school year end date to ensure that the SRO position will not be terminated within a school year.

The Lucia Mar Unified School District shall be responsible for fifty percent (50%) of the cost of the salary and benefits associated with the actual officer assigned to the SRO position. Such cost shall include salary; retirement; Social Security; medical, dental and vision insurance; Workers' Compensation; uniform allowance; life insurance, employee assistance plan, bilingual, and educational incentive pay, if applicable; and all additional costs that are or may become applicable for the assigned SRO due to the existing Memorandum of Understanding between the City of Arroyo Grande and the Arroyo Grande Police Officers Association, changes that may be negotiated in the Memorandum of Understanding between the City of Arroyo Grande and the Arroyo Grande Police Officers Association or a change in the assigned SRO during the term of this Memorandum of Understanding between the Lucia Mar Unified School District and the Arroyo Grande Police Department. The Arroyo Grande Police Department shall be responsible for the remaining fifty percent (50%) of those same costs.

The Lucia Mar Unified School District shall transmit one-half (1/2) of its share of the program costs in one payment to the City of Arroyo Grande invoiced in September of the annual term of the Memorandum of Understanding and the remaining one-half (1/2) of its share of the program costs in another payment to the City of Arroyo Grande invoiced in February of the annual term of the Memorandum of Understanding. Both payments shall be due in full no later than 30 days after invoice.

It is the expectation of the Lucia Mar Unified School District that the SRO shall not accrue overtime for school-related duties and responsibilities. In addition, if the presence of the SRO at a school-related special event outside normal school hours is reasonably appropriate, the SRO should adjust his/her work schedule to eliminate any potential overtime expense associated with the special event. Any overtime expense for the SRO that cannot be eliminated shall be the responsibility of the Arroyo Grande Police Department.

Lucia Mar Unified School District shall provide a district cell phone for the SRO assigned to Arroyo Grande High School.

M. Termination

This Memorandum of Understanding may be terminated without cause either by the Arroyo Grande Police Department or the Lucia Mar Unified School District upon ninety (90) days written notice. Upon termination, any funds provided the Lucia Mar Unified School District shall be pro-rated and returned as appropriate to the Lucia Mar Unified School District.

N. Entire Agreement

This Memorandum of Understanding contains the entire agreement between the Arroyo Grande Police Department and the Lucia Mar Unified School District related to the SRO positions. Amendments of this Memorandum of Understanding may be made only in writing and signed by all parties to the Memorandum of Understanding.

Total cost of Arroyo Grande Police Department and Lucia Mar Unified School District SRO: \$157,500 – this amount split 50/50 means that each party shall be responsible for \$78,750.

***Arroyo Grande Police Department
Representative***

Name: Michael T. Martinez
Title: Chief of Police
Date: COPY
Signature: _____

***Lucia Mar Unified School District
Representative***

Name: Jim Empey
Title: Assistant Superintendent,
Business Services
Date: COPY
Signature: _____

LMUSD Board Approved: _____

Standards and Best Practices for School Resource Officer Programs

Mo Canady

NASRO Executive Director

✉ : mo.canady@nasro.org

☎ : (205) 739-6060

The Standards and Best Practices presented here are separated into two classifications: Mandatory (M) and Recommended (R) to identify the importance of each Standard and Best Practice.

© 2018 BY THE NATIONAL ASSOCIATION OF SCHOOL RESOURCE OFFICERS, INC., (NASRO). ALL RIGHTS RESERVED. THIS DOCUMENT MAY NOT BE REPRODUCED OR DISTRIBUTED IN ANY FORM OR BY ANY MEANS WITHOUT THE EXPRESSED WRITTEN PERMISSION OF NASRO.



Forward

1.0 PURPOSE OF THE STANDARDS

1.1 General

This publication represents a standard for domestic and international agencies and departments. This *Standards and Best Practices for the School Resource Officer Programs* was developed and is maintained by the National Association of School Resource Officers, Inc., (NASRO) a section 501(c)(3) IRC membership association established pursuant to Chapter 617 of the laws of the State of Florida.

1.2 Applicability

This document contains professional standards and recommended best practices for law enforcement agencies both within and outside of the United States, regardless of size or level of government (federal/national, state/provincial or local).

NASRO has adopted this *Standards and Best Practices for the School Resource Officer Programs* and supports the need for the standards to be used as a guide for new and existing SRO units and for the best practices to be reviewed and adopted by all law enforcement, school safety agencies and school boards, as recommended.

NASRO has adopted these standards and best practices as the bases for future law enforcement certification or accreditation and supports the need for the standards to be used as a guide for all SRO law enforcement administrations and operations.

1.3 Intent

These standards and best practices are intended to provide a foundation of safe operating practices in the performance of the unit's mission and were formulated based on what has been identified as the two highest priorities of school-based law enforcement programs:

1. Safety first in all aspects of the operation.
2. Provide excellence in SRO services in support of the agency's mission.

1.4 Scope

The scope of this document is intended to encompass all aspects of SRO law enforcement and has been divided in four (4) major sections: Administration, Selection, Training and Collaboration. The subsections are intended to encompass the primary aspects of SRO law enforcement unit administration and operations.

2.0 THE MAJOR BENEFITS OF ADOPTING THESE STANDARDS

Agencies are strongly encouraged to adopt and implement the standards and best practices outlined in this publication. They have been designed as industry standards intended to foster a universal application of best practices throughout the SRO law enforcement community. Although adoption and implementation of these standards and best practices is strictly voluntary, agencies that choose to adhere to them set themselves apart from others, becoming exemplars of SRO safety and operational excellence.

2.1 Safe, Effective and Cost-Efficient SRO Law Enforcement Operations

Compliance with these standards and best practices provides agencies with a foundation upon which a culture of safe operating practices may be formulated and establishes a mark of excellence to further develop and enhance the SRO unit's professionalism, efficiency, and overall effectiveness.

2.2 Greater Accountability with the Agency

These standards and best practices provide the respective agency chief, sheriff, or department head sound training principles, personnel qualification requirements, clearly defined lines of authority, and examples of accepted industry standards that support informed decision-making and resource allocation.

2.3 Controlled Liability Insurance Costs

Compliance with these standards and best practices may allow for agencies to more easily purchase SRO law enforcement and liability insurance, increase the limit of their insurance coverage, and, in many cases, lower their insurance premiums and/or gain other financial incentives.

2.4 Stronger Support from Government Officials and the Community

By complying with these standards and best practices, agencies establish credibility as professional operations, which provide safe, cost-effective, and essential SRO support to law enforcement operations in a variety of missions.

TABLE OF CONTENTS

Section		Page
Section 1	Administration	5-8
	01.01.00 Definition	5
	01.01.02 Purpose	5
	01.01.03 Knowledge and Support	5
	01.01.04 Memorandum of Understanding	6-8
Section 2	Selection	9-10
	02.01.00 Selection Process	9
	02.01.02 Experience	9
	02.01.03 Number of SROs Selected	9
	02.01.04 School Climate	10
	02.01.05 Willingness in Developing Youth	10
	02.01.06 Communication Skills	10
	02.01.07 Probationary Period	10
Section 3	Training	11-13
	03.01.00 Training Standards	11
	03.01.01 Importance	11
	03.02.01 Basic SRO Course	12
	03.02.02 The TRIAD Approach	12
	03.02.03 School Administration Policies & Procedures	12
	03.03.00 Advanced SRO Course	13
	03.04.00 Single Officer Rapid Deployment	13
Section 4	Collaboration	14-15
	04.01.01 Definition	14
	04.01.02 Defining Role of School Admin. and the SRO	14
	04.01.03 The Administration's Role in SRO Selection	15
	04.01.04 The Administration's Role in SRO Evaluation	15
	04.01.05 The Administration's Role during the SRO Probationary Period	15

Limitation of Liability

The National Association of School Resource Officers, Inc., makes no warranty, expressed or implied, for the benefit of any person or entity with regard to any aspect of the standards and best practices contained herein. These standards were adopted for the sole purpose of developing best practices by law enforcement agencies, SRO units or division, school safety organizations, and school boards throughout the U.S., and various foreign countries to obtain and maintain certification, there being no intended third-party beneficiaries hereof, expressed or implied. Nothing herein shall be construed so as to create any right, use, property interest, or entitlement on the part of any applicant agency or third party. These standards shall in no way be construed to be an individual act of any director, employee, agency, member, individual, or a legal entity associated with NASRO or otherwise be construed so as to create any liability in an individual or official capacity on the part of any NASRO, director, employee, agency, member, individual, or legal entity associated with NASRO.

SECTION ONE | ADMINISTRATION

01.01.00	Administrative Standards	Compliance
01.01.01	<p>Definition</p> <p>A school resource officer (SRO) is a full-time law enforcement officer with sworn law enforcement authority, trained in school-based policing and crisis response, assigned by the employing law enforcement agency to work with the school using community-oriented policing concepts.</p>	(M)
01.01.02	<p>Purpose</p> <p>The purpose of a successful SRO program is to “bridge the gap” between law enforcement and youth. This purpose is best accomplished by using the TRIAD model: Law Enforcement (LEO), Teacher (Guest Speaker), and Informal Counselor (Mentor). Each element of the TRIAD will be further explained throughout this document.</p>	(R)
01.01.03	<p>Knowledge and Support from Agency Administration</p> <p>For the SRO program to be successful, the law enforcement agency head and the superintendent of the school district must understand and fully support the SRO program, including an understanding of the standards and best practices put forth in this document.</p>	(M)

Memorandum of Understanding

A Memorandum of Understanding (MOU) or a similar contractual document should be established between the operating law enforcement agency and the school district. This document will assist in developing program goals and evaluating the program to assess the success in meeting identified goals.

Example MOU topics include but are not limited to:

- **Defining the roles and responsibilities of formal school discipline (M)**
 - SROs should not be administering formal school discipline such as detentions, suspensions, or expulsions. These decisions are the sole responsibility of the school personnel.
- **SROs act in accordance with the recommended TRIAD roles (R)**
 - As a law enforcement officer, the SRO shall abide by federal, state, and local laws.
 - As an informal counselor/mentor, the SRO may address school violations in an effort to positively impact student behavior and character and may refer students to school personnel as necessary.
 - As a teacher/classroom presenter, the SRO may address school-related education law to positively impact student behavior and character to mitigate more serious behaviors.
- **Defining roles and expectations pertaining to decision to arrest (M)**
 - According to federal law, the responsibility and decision to arrest lies solely with the SRO, respective to state law, local ordinances, and the SRO's departmental standard operating procedures or standing order.
 - The SRO's continual collaboration with school personnel and his or her understanding of each student's needs may impact the decision to arrest but the responsibility is that of the SRO alone.
- **Chain of Command (M)**
 - The SRO shall abide by the law enforcement agency's policies pertaining to the chain of command.

- **Uniform Use (M)**
 - SROs must be clearly identified as law enforcement. The uniform apparel and law enforcement equipment shall be defined by the agency policy. If a “soft” uniform is agreed upon, the uniform should not detract from clearly identifying the SRO as law enforcement.
- **Weapons Storage (M)**
 - Normal duty gear is to be defined by the SRO’s agency policies.
 - In the event additional weapons or gear is to be utilized, the storage of these items shall be defined by the law enforcement agency
- **Use of Less Lethal Tools (R)**
 - The SRO should abide by agency policies pertaining to the use of less lethal devices.
 - If there is a desired deviation from the policies, the cost, storage, and use must be agreed upon.
- **Sharing of Information (M)**
 - SROs and school personnel shall share information in accordance with their respective state laws.
 - Access and use of school camera footage, body-worn cameras, student database information, and any other information sharing practices should be defined by the MOU.
- **Documentation and Reporting Requirements (M)**
 - The SRO shall be under the immediate supervision and direction of his or her law enforcement agency.
 - The agency policies shall identify the documentation and reporting procedures to be used.
 - Any documentation requested by the school personnel shall be addressed by the MOU or similar contractual document.
- **Expenses (M)**
 - The salary (including overtime), benefits, and equipment costs should be established in the MOU and/or in an agreed upon contract between the law enforcement agency and the school district.

- **Office Space and Office Supplies (R)**
 - A clearly defined location should be established for the SRO to conduct school and law enforcement business.
 - Due to the nature of law enforcement related to juveniles, a dedicated location with a closable door should be available.
 - Access to office supplies such as paper, a printer, computer, etc. should be addressed in the MOU.
- **Hours on Campus (M)**
 - Clearly defined expectations of the hours the SRO shall spend on campus should be agreed upon by the operating law enforcement agency and the school district.
 - Due to the nature of law enforcement, there may be a need for the SRO to be out of the building(s) for a period of time.
 - This should be understood and agreed upon by all parties involved.
- **Day-to-Day Duties (M)**
 - As formerly described, the SRO shall utilize the TRIAD model: Law Enforcement (LEO), Teacher (Guest Speaker) and Informal Counselor (Mentor).
 - Quality law enforcement practices should be assumed and agreed upon.
 - The SRO should not be assigned to specific locations or duties on a daily basis, but rather be available to assist teachers, administrators, and students when requested and as consistent with their roles as a law enforcement officer, informal counselor/mentor, and teacher/classroom presenter.
 - The expectations of the SRO's daily duties must be agreed upon by the law enforcement agency and the school district.
- **Extracurricular Activities (R)**
 - There is a demonstrated benefit to the SRO's involvement in extracurricular activities.
 - Expectations of attendance and compensation should be agreed upon by the law enforcement agency and the school district.

SECTION TWO | SELECTION

02.01.00	The SRO Selection Process	Compliance
02.01.01	The SRO Selection Process <ul style="list-style-type: none"> • There shall be a clearly defined process of selection for the SRO to be employed. • This selection process shall be agreed upon between the agency and the school administration. • The school administration shall be involved in the selection process, including but not limited to, the interviews of SRO candidates. 	(M)
02.01.02	Experience <ul style="list-style-type: none"> • It is recommended that the officer selected have at least three (3) years of law enforcement experience. • This level of experience will help the officer obtain credibility among the school faculty, students, and parents. • This level of experience will also allow the SRO to have a greater understanding of the local agency's policies and procedures. 	(R)
02.01.03	Number of SROs Selected <ul style="list-style-type: none"> • It is recommended that each school have at least one (1) SRO on campus. • It is recommended that the determination of the number of SROs needed for each school be based on but not limited to: <ul style="list-style-type: none"> ○ School enrollment ○ Discipline history ○ Number of campus buildings ○ Campus acreage ○ Calls for service ○ Location in the community ○ Number of non-sworn safety personnel in the building 	(R)

02.01.04	<p style="text-align: center;">School Climate</p> <ul style="list-style-type: none"> • Several factors pertaining to school climate should be considered when considering the best SRO fit: <ul style="list-style-type: none"> ○ Student enrollment ○ School discipline history ○ Cultural and minority representation ○ Special Education programs ○ English as a Second Language programs 	(R)
02.01.05	<p style="text-align: center;">Willingness in Developing Youth</p> <ul style="list-style-type: none"> • Effective SROs have a willingness to engage with youth. • This can be demonstrated in the candidate's previous participation in youth or community policing programs. 	(M)
02.01.06	<p style="text-align: center;">Communication Skills</p> <ul style="list-style-type: none"> • Must have excellent verbal and written communication skills. 	(M)
02.01.07	<p style="text-align: center;">Probationary Period</p> <ul style="list-style-type: none"> • The selected SRO should have a probationary period agreed upon by the operating law enforcement agency and the school district to allow all parties to best determine if the selected officer is a proper fit for the school community. 	(R)

SECTION THREE | TRAINING

03.01.00	Training Standards	Compliance
03.01.01	<p style="text-align: center;">Importance</p> <ul style="list-style-type: none"> • The SRO must be specially trained in school-based policing, as the duties and responsibilities of an SRO are inherently different than that of other law enforcement specialties. • At a minimum, the SRO should attend annual training related to school safety topics. These topics may include, but are not limited to: <ul style="list-style-type: none"> ○ Crisis Planning ○ Active Threat Response ○ Adolescent Mental Health • Such trainings enhance and maintain the relevancy of the SRO's skill set. • It is recommended that a school administrator also attend with his or her SRO to support ongoing collaboration. • Some opportunities for these training programs include SRO conferences such those offered by the National Association of School Resource Officers and its affiliated state associations. 	(M)

03.02.00	The Basic SRO Training Course	Compliance
03.02.01	<p style="text-align: center;">Basic SRO Course</p> <ul style="list-style-type: none"> • The SRO should complete a foundational school-based policing course, such as the NASRO Basic SRO Course, prior to being assigned. • If it is not practical for the new SRO to complete a foundational school-based policing course prior to the assignment, the new SRO shall complete a foundational school-based policing course within one (1) year of beginning the assignment. 	(M)

03.02.02	<p style="text-align: center;">The TRIAD Approach</p> <ul style="list-style-type: none"> • SROs must be trained to utilize a TRIAD approach to school-based policing. • This concept includes understanding and applying the principles of each TRIAD component: Law Enforcement (LEO), Teacher (Guest Speaker) and Informal Counselor (Mentor). • The specifics of each component include but are not limited to: <ul style="list-style-type: none"> ○ To be an effective law enforcement officer (LEO) in a school environment, the SRO should have a working knowledge of: <ul style="list-style-type: none"> ▪ Constitutional and state law ▪ Armed response ▪ Crime prevention and mitigation ▪ Interview and interrogation ▪ Investigations ▪ Crime Prevention Through Environmental School Design ▪ Patrol operations (high visibility) ▪ Advocacy within the juvenile justice system ▪ Mandatory reporting ○ To be an effective teacher/guest speaker, the SRO should be capable of delivering law-related education lessons on topics such as: <ul style="list-style-type: none"> ▪ Crime prevention ▪ Social media ▪ School safety ▪ Victimization ▪ Laws pertaining to students ▪ Safe traffic stops ▪ Driver safety ▪ Decision making ▪ Other topics requested by staff/parents ○ To be an effective informal counselor/mentor, the SRO should be properly trained in: <ul style="list-style-type: none"> ▪ Mentoring ▪ Crime prevention ▪ Empowering youth ▪ Resiliency and overall wellness ▪ Adolescent brain development ▪ Social and emotional development ▪ Recognizing and supporting diversity ▪ Improving youth decision-making skills ▪ Trauma-informed practices 	(M)
----------	---	------------

03.02.03	School Administration Policies & Procedures <ul style="list-style-type: none"> • Additional school-related training topics in support of an effective SRO program should be ongoing. • Examples of these include but are not limited to: <ul style="list-style-type: none"> ○ Structure of the school's discipline policy. ○ Family Educational Rights and Privacy Act (FERPA) and other school-related law issues. ○ Working with special needs students and the special education department within the school. ○ A school-utilized behavioral intervention program. 	(R)
----------	--	-----

03.03.00	The Advanced SRO Training Course	Compliance
03.03.01	Advanced SRO Course <ul style="list-style-type: none"> • It is recommended that the SRO successfully complete an advanced level school-based policing course approximately one (1) year after successful completion of the basic foundational course. • This course will build on and further expand the SRO's foundational knowledge and skills. 	(R)

03.04.00	Single Officer Rapid Deployment Training	Compliance
03.04.01	Single Officer Rapid Deployment Training <ul style="list-style-type: none"> • The SRO should successfully complete bi-annual training for single officer rapid deployment. • This training should provide appropriate methods for the SRO to be able to respond to active assailants or threats in the school. 	(R)

SECTION FOUR | COLLABORATION

04.01.00	Collaboration Between Law Enforcement and the School Community	Compliance
04.01.01	<p style="text-align: center;">Definition</p> <ul style="list-style-type: none"> • A successful SRO program must have a strong collaboration between the law enforcement agency and the school community. • Although various elements of the job are defined by each party, it is important that these elements are clearly defined and communicated. 	(M)
04.01.02	<p>Defining Roles of the School Administrator and the SRO</p> <ul style="list-style-type: none"> • It is recommended that each party establish the role of the school administrator and the SRO in this partnership to ensure that all district policies, department policies, local laws, state laws, and federal laws are followed. • It is recommended that a school administrator who will be partnering with the SRO also complete Basic and other school-based policing courses with the SRO. <ul style="list-style-type: none"> ○ This strengthens the collaboration and the understanding of this partnership in support of an effective SRO program. • Effective partnerships can be supported through but are not limited to the following methods: <ul style="list-style-type: none"> ○ The MOU and its annual review for program improvements and updates. ○ Shared trainings to best understand school and law practices, policies and programs. ○ Regular meetings to review existing and potential school-related issues. ○ Teachers correctly following the school's chain of command and the SRO correctly following agency's chain of command. ○ Established sharing of information on policies and procedures. ○ Regular review of CPTED at the school. ○ Crisis management planning and practice. ○ Community education in school-related law concerns of parents. 	(R)

04.01.03	<p>The Administration's Role in SRO Selection</p> <ul style="list-style-type: none"> • The selection process of the SRO must include both the law enforcement agency and the school administration. • Factors of selection should include, but are not limited to: <ul style="list-style-type: none"> ○ School enrollment ○ Discipline history ○ Number of campus buildings ○ Campus acreage ○ Calls for service ○ Location in the community ○ Number of non-sworn safety personnel in the building 	
04.01.04	<p>The Administration's Role in SRO Evaluation</p> <ul style="list-style-type: none"> • The effectiveness of the individual SRO must be based on the established performance goals agreed upon by the law enforcement agency and the school district. • An evaluation tool specific to the position of the SRO must be developed and utilized. <ul style="list-style-type: none"> ○ This will include evaluating the relationship between the SRO and the school administration and the effectiveness of the SRO related to the training and expectations. ○ This tool should include language specific to the law enforcement agency's expectations as well as the school district's expectations. 	(M)
04.01.05	<p>The Administration's Role During the SRO Probationary Period</p> <ul style="list-style-type: none"> • The school administration shall participate in the probationary review of the selected SRO as agreed upon by the agency and the school district to allow all parties to best determine if the selected officer is a proper fit for the school community. 	(M)