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JOINT COMMITTEE ON FINANCE

MEMORANDUM

To: Members
Joint Committee on Finance

From: Senator Alberta Darling
Representative John Nygren

Date: July 14, 2020

Re: DOJ Report to JFC

Attached is a report regarding grants awarded by the Office of School Safety as well as other activities of the Office from the Department of Justice, pursuant to s. 165.88(4), Stats.

This report is being provided for your information only. No action by the Committee is required. Please feel free to contact us if you have any questions.

Attachments

AD:JN;jm

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**Wisconsin Department of Justice
Office of School Safety
2020 Annual Report to Joint Finance Committee**

Introduction

The Wisconsin Department of Justice's (DOJ's) Office of School Safety (OSS) was created to provide funding to improve safety infrastructure in schools and to implement school safety best practices. In the past year, OSS has continued its efforts to reimburse schools with \$100,000,000 in grant funding that the legislature designated for school safety, continued to deliver quality school safety-related training, developed the OSS Resource Center, and began a validation study on the Wisconsin School Threat Assessment Protocol.

OSS has worked with other divisions within DOJ to provide schools with access to state and federal intelligence information, emergency communications infrastructure and investigative resources. There is no other statewide resource with the same capacity to serve schools during a critical incident. OSS has completed planning and begun the implementation of a statewide threat reporting system and regionally based critical incident response teams.

In 2019, the school safety grant program administered by OSS was the subject of an audit completed by the Legislative Audit Bureau (LAB). This audit took approximately 6 months to complete and the report from the audit was published in December 2019. Details on the audit follow later in this report.

OSS continues to engage partners through its Advisory Committee, project committees, statewide presentations and collaborative training initiatives.

In the past year, OSS' objectives have been informed by best practices recommended by the U.S. Department of Education, the U.S. Secret Service National Threat Assessment Center, the Federal Bureau of Investigation (FBI) and incidents that have occurred within the State of Wisconsin. Those objectives include:

- Advanced planning for emergency management
- School Safety Resource Center
- Confidential threat reporting applications
- School resource officer best practices
- Regionally based crisis response teams

OSS adopted a mission, vision, and set of values to guide the development of its comprehensive framework for school security.

The office's mission is to:

- Develop School Safety Intervention Teams/School Based Threat Assessment Teams.
- Champion evidence-based violence prevention initiatives.
- Provide crisis management protocols.
- Provide training and technical assistance.
- Provide guidance regarding free and low-cost programming.

The office's vision is to "help Wisconsin build the safest schools in the nation."

The office's values are to:

- Engage educators, law enforcement, and behavioral health services to create safe school environments.
- Develop collaborative, multidisciplinary teams to determine Wisconsin best-practices.
- Approach school safety via the child welfare lens of always operating in the best interest of the child.

The following information details the work that OSS has undertaken to meet these objectives.

Statutory Authority

On March 22, 2018, 2017 Wisconsin Act 143 created OSS as part of DOJ, with the director appointed by the attorney general.

Act 143 established the responsibilities of the office as follows:

Section 165.28 Office of School Safety. The office of school safety shall do the following:

1. In conjunction with DPI, create model practices for school safety. DPI shall provide any resources or staff requested by the office to create model practices. The office shall also consult with the Wisconsin School Safety Coordinators Association and the Wisconsin Safe and Healthy Schools Training and Technical Assistance Center.
2. Coordinate with Schools and DOA to compile blueprints and geographic information system maps for all schools. The office shall keep all blueprints and maps confidential unless a law enforcement agency requests access to the blueprints or maps.
3. Offer training to school staff on school safety. Topics may include trauma informed care/ACEs.

4. Award \$100,000,000 in school safety grants to school boards, operators of independent charter schools, governing bodies of private schools and tribal schools.
5. OSS shall submit an annual report to the co-chairpersons of the joint committee on finance providing an account of the grants awarded and expenditures made with the grant moneys.

Additional responsibilities as enumerated in Wis. Stat. § 118.07(4)(e):

1. Maintain a copy of a school safety plan submitted to OSS by January 1, 2019, for each building that pupils regularly occupy. Also maintain copies of school safety plans submitted every January thereafter.
2. Maintain information regarding safety drills in each building regularly occupied by pupils to be completed every school year, the first submission due by January 1, 2019. Each drill must be evaluated and approved by the school board.
3. Maintain information regarding on site safety assessments that schools completed in partnership with law enforcement.

2017 Wisconsin Act 143 also created a mandatory reporting law regarding threats of school violence. This is outlined in Wis. Stat. § 175.32 and requires that any person who is a mandatory child abuse and neglect reporter must report “serious and imminent threats to the health or safety of a student, school employee, or the public.” In consultation with OSS, the Department of Public Instruction (DPI) created an online training module regarding this requirement. OSS has also provided a significant amount of guidance regarding this issue via threat assessment training courses and Family Education Rights and Privacy Act (FERPA) training courses.

Personnel

The full-time staff of the Office of School Safety are:

Kristen Devitt, Director
devitka@doj.state.wi.us
608-267-1300

Glenn Rehberg, Deputy Director
Policy Initiatives Advisor–Executive
rehbergga@doj.state.wi.us
608-266-7783

Sue Whitstone, Interim Resource Center Manager
Program and Policy Analyst–Advanced
whitstone@doj.state.wi.us
608-261-7177

Erin Armbrust, Program and Policy Analyst–Advanced
armbrustem@doj.state.wi.us
608-261-7992

Critical Incident Response Staff:

TBA, Critical Incident Response Coordinator (project position)
Program and Policy Analyst, Advanced

Critical Incident Response Analysts–3 LTE

Resource Center Staff:

TBA, Resource Center Manager
Program and Policy Analyst Advanced, Manager

Chelsea Barker, Resource Center Analyst (project position)
Program and Policy Analyst
bakercb@doj.state.wi.us

Mitchell Gutenberg, Resource Center Analyst (project position)
Program and Policy Analyst
gutenbergmr@doj.state.wi.us

Kevin Schlichter, Resource Center Analyst (project position)
Program and Policy Analyst
schlichterkr@doj.state.wi.us

Anastasia Sleder, Resource Center Analyst (project position)
Program and Policy Analyst
slederar@doj.state.wi.us

Alexander Villegas, Resource Center Analyst (project position)
Program and Policy Analyst
villegasad@doj.state.wi.us

Grants Staff

Stephanie La Haye, Grants Specialist–Advanced

lahayesm@doj.state.wi.us

608-266-6366

Grant Specialists–9 LTE

State Grant Funds

OSS has leveraged grant funds to encourage schools to implement identified best practices. For example, grantees must certify they have adopted physical security measures that include door locks and controlled building entry. Grantees must also certify that they have completed training in Trauma Informed Practices, Adolescent Mental Health and Basic Threat Assessment. These requirements have been put into place in support of OSS' understanding that behavioral health services, violence prevention programs and physical safety measures must be employed together to build safer schools.

The first round of grants was announced in late May 2018 and awarded in late July 2018. This round of grants had two components. The primary component was designed to bring every Wisconsin school to a basic level of school building safety, including the ability to lock all classroom doors and harden the main entrance against intruders. The advanced component was to allow schools to meet locally identified security needs, such as staff training, security assessments and facility improvements. There was no limit on primary funding per school. Advanced funding was allocated up to \$20,000 per school.

To see a list of schools awarded school safety funds in the first round and the award date, visit:

https://www.doj.state.wi.us/sites/default/files/school-safety/grant_awards_1.xlsx .

The second round of grants was announced in late July 2018. These grants were targeted towards increasing staff training, particularly regarding mental health, and encouraging schools to adopt school safety intervention teams. These grant funds could also be used to improve school climate and culture through social and emotional learning programs or other evidence-based school violence reduction programs. Finally, additional facility improvements were also funded through these grants. Grant amounts were calculated using student enrollment on file with DPI, multiplied by approximately \$55.00 per pupil. However, to ensure each school received enough funds to make meaningful safety improvements, it was determined that each award would be no less than \$10,000 and no more than \$2,500,000.

To see a list of schools awarded school safety funds in the second round and the award date, visit:

https://www.doj.state.wi.us/sites/default/files/round2applicants_updated_2018-10-22.xlsx .

By mid-October 2018, most grant funds had been allocated, leaving a balance of approximately \$6,800,000. An estimated \$1,500,000 is being used to pay for Adolescent Mental Health Training. This is required training for at least 10% of full-time staff in each school district that was awarded second round grant funds.

In total, 723 schools/districts received grant funding from round one and 652 schools/districts received grant funding from round two.

The remaining grant funds have been budgeted as follows:

Allocation of remaining balance	Amount
School critical incident emergency support	\$ 2,000,000
Threat assessment training research project	\$ 2,000,000
Adolescent mental health training	\$ 1,500,000
Training & promotional materials for OSS Resource Center (as grant funds are turned back, they will be deposited into this fund)	\$ 1,194,000
Digital threat assessment (basic, advanced, & train-the-trainer)	\$ 80,000
Total:	\$ 6,774,000

Due to the COVID-19 pandemic, the end of the grant period has been extended from August 31, 2020, to December 31, 2020. All training requirements have been extended to the new deadline as well. There may be grant funds that are turned back as a result of schools not using all of their awarded funds. The total amount of turned back funds will not be known until March 2021, when the final requests for reimbursements will be submitted. OSS is actively prioritizing the need for any funds that are turned back from grantees.

As of July 1, 2020: Total Awarded* Funds: \$93,225,539.15

*This number fluctuates when a grantee receives a supplemental to deliver training in adolescent mental health that includes verbal de-escalation techniques (which is taken out of the \$1.5 million) or when a grantee turns back funds.

Total funds reimbursed: \$75,282,155.72

Grant reimbursements in process: \$6,282,580.17

Total grants: 1,320

Total grants closed out: 462

Total remaining open grants: 858

Legislative Audit Bureau Report 19-28

In 2019, LAB reviewed operations within OSS. The audit focused on the following:

- Analyze OSS' administration of school safety grants;
- Evaluate the presence and content of all statutorily required school safety documents for each school building; and
- Survey of all school districts, private schools and law enforcement about school safety issues.

LAB reviewed the files of 70 grantees that accounted for approximately 19% of grant funds awarded. Based upon this review, LAB found that OSS appropriately administered the grants that were reviewed.

LAB reviewed all 779 school safety plans that had been submitted in compliance with 2017 Wisconsin Act 143. Of the school safety plans that were reviewed by LAB, most included the information on statutorily required practices. However, the two topics that were most often missing from the safety plans were addressing threats to non-classroom events and parent-student reunification after a critical incident. These two topics will be addressed in the second volume of the OSS Comprehensive School Security Framework (due to be reviewed by the OSS Advisory Committee in September 2020) and additional training initiatives.

LAB also surveyed 1,210 educators, school administrators and law enforcement officers regarding school safety issues. In most cases both public and private schools were satisfied with the services provided by OSS. Additionally, both public and private schools were satisfied with the training that had been delivered as a requirement of the school safety grants.

LAB's final recommendation was that OSS use these survey results to guide policy, training and support initiatives, which OSS has begun to do. Notably, although the report indicated that OSS has managed the grant funds appropriately, the report also indicated that 81.1% of school districts and 69.1% of private schools still have unmet safety needs. In the coming year, OSS will examine what those needs are and determine what funding, policy or programming would best address them.

The full report can be accessed here: <http://legis.wisconsin.gov/lab/media/2959/19-28full.pdf>.

2017 Wisconsin Act 143 Requirements

2017 Wisconsin Act 143 requires that every school/district in the state submit a school safety plan, document a school safety drill, and submit blueprints of each school building and the date/number of staff last trained in school safety. All of these documents were to be submitted to OSS before January 1, 2019. OSS sent guidance

regarding this process via email to each contact listed for every school/district in the state. This list was provided to OSS by DPI.

The following is a summary of statutorily required documents that were submitted as of May 2020. Since the LAB report, submissions from the 2018-2019 school year have increased by approximately 20 percentage points.

Summary Information		
Total Schools/Buildings: 2938		
	Totals	Percent Submitted
Blueprints 2018-2019	2525	86%
Safety Assessments 2018-2019	2365	80%
Safety Plans 2018-2019	2527	86%
School Safety Training 2018-2019	2453	83%
Violence Drills 2018-2019	2497	85%
Blueprints 2019-2020	1407	48%
Safety Assessments 2019-2020	1252	43%
Safety Plans 2019-2020	1320	45%
School Safety Training 2019-2020	1411	48%
Violence Drills 2019-2020	1384	47%

OSS has been contacting school districts via email, letter, and phone to attempt to bring them into compliance. Efforts will continue with the goal of 100% compliance.

Advisory Committee

OSS has a multidisciplinary advisory committee. This committee meets quarterly and includes statutorily required representatives from DPI, the Wisconsin School Safety Coordinators Association, and the Wisconsin Safe and Healthy Schools Center.

Current members of Advisory Committee		
Dave	Anderson	Wisconsin Interscholastic Athletic Assoc.
Erin M.	Armbrust	Wisconsin DOJ
Steve	Bloom	Wisconsin Assoc. of School District Admin.
Derek	Campbell	Governor's Office (education policy)
Jason	Cram	Wisconsin Department of Health Services
Brian	Dean	DPI
Christopher	DeRemer	Wisconsin DOJ
Kristen A.	Devitt	Wisconsin DOJ
Barb	Dorff	Wisconsin School Safety Coordinators Assoc.
Ed	Dorff	Wisconsin School Safety Coordinators Assoc.

Nate R.	Dreckman	Badger State Sheriffs Association
Stacy	Eslick	Wisconsin School Counselor Assoc.
April	Frelke	Student Representative
Kisten	Gillespie	Wisconsin School Psychologists Assoc.
Connor	Hartje	Student Representative
Ted	Hayes	M3 Insurance
Tracy	Herlitzke	WISH Center
Rob	Hutton	State Representative, 13 th Assembly District
Julie	Incitti	DPI (school social workers organization)
Kim	Kaukl	Wisconsin Rural School Alliance
Chris	Kulow	Wisconsin Assoc. of School Boards
Stephanie	La Haye	Wisconsin DOJ
Wade	Labecki	Wisconsin Interscholastic Athletic Assoc.
Jim	Lynch	Assoc. of Wisconsin School Administrators
Michelle	McGrath	Wisconsin Assoc. of School Councils
Brian	O'Keefe	Wisconsin DOJ
Stacey	Oliphant Deal	Wisconsin School Social Workers Association
Murrene	Payton	Wisconsin School Social Workers Association
Dee	Pettack	DPI
Susan	Piazza	DPI
Travis	Pinter	Milwaukee Public Schools
Glenn	Rehberg	Wisconsin DOJ
Michael C.	Sasse	Wisconsin DOJ
Sharon	Schmeling	Wisconsin Council of Religious & Independent Schools
Ellen	Stoddard-Keyes	I Love U Guys Foundation
Jamie	Trzebiatowski	Wisconsin Assoc. of School Nurses
Tina R.	Virgil	Wisconsin DOJ
Ryan	Vossekuil	Wisconsin Chiefs of Police Assoc.
Susan E.	Whitstone	Wisconsin DOJ
Eric J.	Wilson	Wisconsin DOJ
Dave	Young	EMC Insurance Companies
Kim	Schroeder	Wisconsin Education Assoc. Council
Corey	Saffold	Verona Area School District
Sylvia	Gomez	Madison Metropolitan School District

Special Projects

OSS and the Advisory Committee have identified priority projects that are being advanced by OSS and committees that include representatives from Advisory Committee organizations.

School Resource Officers

The School Resource Officer Committee is addressing the need for an accurate census of school resource officers (SROs) in Wisconsin. The committee is also identifying best practices regarding SROs in Wisconsin schools. This group is working to develop an SRO Toolkit available to any law enforcement agency or school district that would like to have an SRO.

OSS Resource Center

OSS was awarded \$2,200,000 in federal grant funds over two years that is being used to create and pay for a Resource Center that will provide four services in support of school safety:

- The development and implementation of a state-run threat reporting system.
- Threat assessment consultation.
- The creation of critical incident response teams.
- General school safety guidance.

OSS has procured the use of the P3 Campus threat reporting system, secured an office that will house three workstations for the resource center analysts, and acquired technology including desktops, telephones, internet access, call forwarding technology, and an emergency tablet and cell phone.

Additionally, OSS will hire a Program and Policy Analyst Advanced, Manager as the Resource Center Manager. This person will be the lead worker for the Resource Center. OSS has hired 5 full-time project Program and Policy Analysts. These positions will be assigned as the Resource Center analysts and will work second and third shift assignments to provide 24/7 coverage for the Resource Center.

The costs for the staffing and ongoing technology needs for the Resource Center are:

	2020	2021	2022	2023
Personnel (salary/fringe)	\$260,290*	\$260,290*	\$445,923	\$445,923
P3 Technology (license/support)	\$97,475*	\$49,475* \$43,000	\$120,000	\$120,000
Website (development)	\$35,000*			
Kall 8 (call forwarding, 800#, call recording)	\$5,050*	\$5,000*	\$5,000	\$5,000
DOA Rent	\$6,000	\$6,000	\$6,000	\$6,000
Marketing (development of brand and initial marketing plan)	\$199,975*			
Training	\$1,500,000**			

(\$500 of marketing items to every school building in the state)				
DOJ/Bureau of Computing Services (ongoing website management)	\$8,000	\$3,500	\$3,500	\$3,500
Total Grant Funded	\$2,097,790	\$57,165		
Total Cost to DOJ	\$14,000	\$57,500	\$580,423	\$580,423

*Federal grant funded

**State grant funded

OSS has already been providing threat assessment consultation services. However, the Resource Center will be able to collect data on the number of consultations that are requested and the outcomes of those requests. Full-time OSS staff will be responding to requests for threat assessment consultation.

Critical Incident Response (CIR) Teams are currently being developed. OSS was awarded \$1,000,000 by the federal government to provide mental health training to students and staff to prevent or recover from violence. OSS plans to use those funds for the development and implementation of CIR Teams. The budget for this project is as follows:

	2020	2021	2022	2023
CIR Coordinator	\$117,689*	\$117,689*	\$117,689	\$117,689
CIR Analysts (LTE)	\$72,213*	\$72,213*	NA	NA
CIR Team Training	\$50,000**	\$50,000**	\$10,000	\$10,000
CIR Grant Funding	\$2,000,000**	TBD	TBD	TBD
Peer to Peer School Safety Programs	\$211,100*	\$211,100*		
Total Grant Funded	\$451,002*	\$451,002*		
	\$2,000,000**			
Total Cost to DOJ			\$127,689	\$127,689

*Federal Grant Funded

**State Grant Funded

The CIR Team Coordinator will be responsible for training the CIR Analysts. The CIR Analysts will work first shift hours on weekdays in the OSS Resource Center. Their primary job will be collecting data regarding critical incidents that occur in schools in Wisconsin. Once a CIR Analyst determines that a critical incident has occurred, the analyst will contact the affected school/district and offer OSS assistance in the form of consultation, stabilization resources (mental health providers), and/or guidance on how to apply for CIR grant funding.

The CIR Coordinator is also responsible for developing 12 regionally based CIR Teams around the state. These teams will be comprised of school personnel, law enforcement, mental/behavioral health providers and others with emergency management experience. When a school/district needs assistance from the regional

CIR Team, the school/district will call the resource center and request assistance. The CIR Coordinator will respond to the request and send the appropriate resources.

Additionally, the CIR Coordinator will have the authority to determine if a school/district is eligible to receive emergency CIR grant funding. This funding is comprised of \$2,000,000 in state grant funds that have been set aside to assist schools experiencing a critical incident. A grant announcement with eligibility requirements was posted on the OSS website in June 2020.

The final responsibility of the OSS Resource Center will be to provide general school safety guidance. Some of this guidance and a variety of resources will be located on the Resource Center website. Other general questions will be answered by Resource Center analysts or OSS staff. The primary source of best practice guidance is the *Wisconsin Comprehensive School Security Framework*, which provides a comprehensive set of policies, practices, and procedures to help guide local efforts to prevent, mitigate, prepare for, respond to, and recover from violence. In addition, the framework includes best practices for preventing violence through school climate and culture, student engagement, school policies, and physical structure. The framework also provides guidance on assessing potential violence indicators and diverting identified hazards before violence takes place. When violence occurs, the framework addresses how proper planning, preparation and training can minimize the severity of the incident and help the school recover more quickly.

See the *Wisconsin Comprehensive School Security Framework* at:
https://www.doj.state.wi.us/sites/default/files/school-safety/WI_School_Safety_framework.pdf.

The second volume of the *Wisconsin Comprehensive School Security Framework* is expected to be complete in September 2020. New and updated information regarding the following topics will be included:

- Bus safety considerations
- Safety at after-school events
- Bomb threats
- Substitute teachers
- How to administer supportive school safety drills
- Post-critical incident planning and considerations
- Updated safety plan considerations
- Crisis communication with students and parents
- School safety case studies to be used in tabletop exercises
- Information regarding the OSS Resource Center
- The importance of the Incident Command System
- Information regarding the “Handle with Care” program

Threat Assessment Validation Study

In March 2019, OSS released the *Wisconsin School Threat Assessment Protocol (STAP)*. This document provides guidance to educators and law enforcement in using the STAP threat assessment forms.

STAP was created by Wisconsin subject matter experts in fall 2018 and spring 2019. The protocol is based on the Virginia School Threat Assessment Model, with some adjustments to meet the specific needs of Wisconsin. The protocol also closely follows the guidance provided by the U.S. Secret Service National Threat Assessment Center.

OSS has partnered with Dr. Katie Eklund from UW-Madison's Educational Psychology Department to assess and validate the STAP for Wisconsin. Dr. Eklund has designed a validation study to be completed from 2020-2022 to determine if the use of STAP increases the safety of schools, how the STAP form affects children, and if there are disproportionately negative outcomes for children of color or children with disabilities. The study will also determine if the use of STAP increases the likelihood that a student will be suspended, expelled or arrested.

In February 2020, schools were invited to participate in the study, and 50 schools were selected. As an incentive to take part in the validation study, each school will receive a minimum of \$30,000 in state grant funds to pay for mental/behavioral health services for students. Larger schools will receive additional funds based on their enrollment.

The validation study is federal grant funded and will cost \$174,000. The results of the validation study are expected in fall 2022.

Training

OSS has shared its expertise and knowledge of best practices through training and presentations throughout Wisconsin. OSS has delivered presentations to the following organizations:

- Amish School Leaders
- Association of Wisconsin School Administrators
- CESA 1
- Dane County Schools
- DARE
- DOJ - New Chiefs & Sheriffs Training
- Wisconsin Association of School Boards
- Wisconsin Rural Schools Alliance
- Wisconsin School Counselor Association
- Wisconsin School Psychologists Association

- Wisconsin School Safety Coordinators' Association
- Vilas County Schools
- Wisconsin Emergency Management
- National Association of School Resource Officers
- National Governors Association

The focus of OSS' training has been on three main courses: the Adolescent Mental Health Training, the Basic Threat Assessment Team Course, and the Advanced Threat Assessment Course.

The Adolescent Mental Health Training is delivered by the National Association of School Resource Officers. This curriculum was developed by the National Center of Youth Opportunity and Justice, with the intention of preventing the criminalization of developmentally appropriate behavior for adolescents and providing the tools to recognize signs that a child is experiencing a mental health crisis or has had a traumatic experience.

The Basic Threat Assessment Team Course and Advance Threat Assessment Course were created by OSS Director Kristen Devitt. OSS has completed its project committee work on developing the Wisconsin School Threat Assessment Protocol, and as such it is now included as a part of this training.

From April 1, 2019, to April 1, 2020, OSS provided the following trainings: Adolescent Mental Health Training (approximately 3,000 attendees); Basic Threat Assessment Team Course (approximately 1,800 attendees); Advanced Threat Assessment Team Course (approximately 25 attendees); Standard Response Protocol/Standard Reunification Method (approximately 275 attendees); and Digital Threat Assessment (approximately 200 attendees).

Since schools have been closed due to COVID-19, OSS partnered with the Wisconsin School Safety Coordinators Association and the Howard-Suamico School District to schedule several virtual training opportunities for educators and law enforcement. In May and June, OSS provided training on the following topics in a webinar format to approximately 2,700 attendees:

- Best practice considerations for active shooter and other armed assailant drills
- Developing a return to school after COVID-19 plan
- Leadership lessons from Columbine and beyond
- National Threat Assessment Center, analysis of targeted school violence
- Professional communication and de-escalation for youth in crisis
- School Resource Officer training: what is the value of crisis intervention team training?
- School threat assessment and exclusionary discipline
- Standard reunification method for K-12 schools

- What is Speak Up, Speak Out Wisconsin?
- Wisconsin School Threat Assessment Protocol (STAP)

Through the month of July, OSS has partnered with the Wisconsin School Safety Coordinators Association and the Howard-Suamico School District to deliver a webinar series titled “Culturally Responsive School Safety.” Topics included in this webinar series include:

- The First Amendment and students’ right to protest
- School security measures, racial disparities, and implicit racial bias
- The intersection of systemic racism and police violence: implications for promoting positive outcomes for students
- Addressing LGBTQ+ student safety concerns in the school environment
- Disrupting oppressive systems and designing equitable systems
- Developing functional annexes for student protest and biohazard incidents in school safety plans
- Best practices in school policing
- Culturally responsive school safety town hall meeting

OSS Budget Considerations

2017 Wisconsin Act 143, which created OSS, only provided position authority for one FTE position. However, a number of additional employees were needed in order to manage the \$100,000,000 in state grant funds.

From March 2018–July 2018, OSS operated with one FTE interim director, 2.8 FTE Program and Policy Analyst–Advanced positions, and 15 LTE Grant Specialists. The FTE positions were drawn from other divisions and offices within DOJ, and funding for the LTE staff was taken from DOJ discretionary funds.

Current Staffing Needs

Since July 2018, OSS has operated with one FTE Director (appointee), one FTE Deputy Director, 1.8 FTE Program and Policy Analyst–Advanced positions, one FTE Project Grant Specialist, and up to 10 LTE Grant Specialists.

In March 2020, five individuals in FTE project positions began working in OSS. These positions are funded by a federal grant and are Program and Policy Analysts dedicated to working in the new OSS Resource Center.

Future Staffing Needs

The Resource Center will be a 24/7 operation that includes the statewide school threat reporting system. The volume of phone calls and messages is expected to increase over time. Therefore, the full-time staff dedicated to the Resource Center is expected to increase from five to nine over the next two years. OSS also has anticipated the need for a position to manage the Resource Center's data, develop all policy/procedure, and train Resource Center Staff. This Program and Policy Analyst Advanced, Manager position will take the place of one FTE Program and Policy Analyst Advanced position.

In addition to the Resource Center Analyst positions, OSS intends to hire an FTE project position that will be a Program and Policy Analyst–Advanced. This position will be the Critical Incident Response Coordinator. The Critical Incident Response Program will be under the OSS Resource Center and will have 3 LTE Critical Incident Analyst positions. All of the positions under the Critical Incident Response Program will be funded by federal grants for the first two years. After the end of the federal grant period, there will no longer be a need for the Critical Incident Analysts, but OSS intends to request authority for the Critical Incident Response Coordinator to become a permanent position. Additional state support for the Resource Center will be needed when federal funding runs out.

The likely need to increase staff in the OSS Resource Center over time is demonstrated by staffing practices and call volume for similar programs in other states:

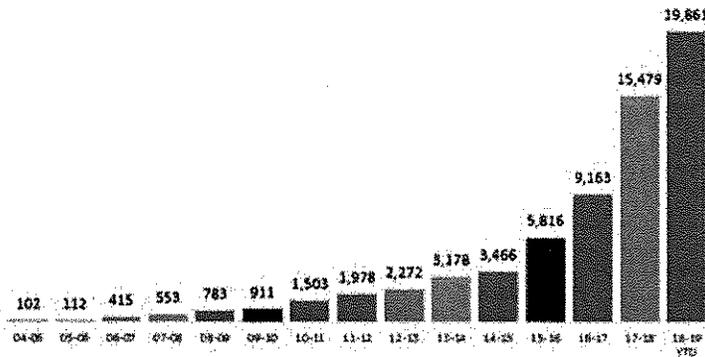
Nevada (Their tip line was started in 2018. In its first year it received approximately 5,000 tips.)

- 1 Manager
- 2 Supervisors
- 10 Communications Specialists

Colorado (see graph below)

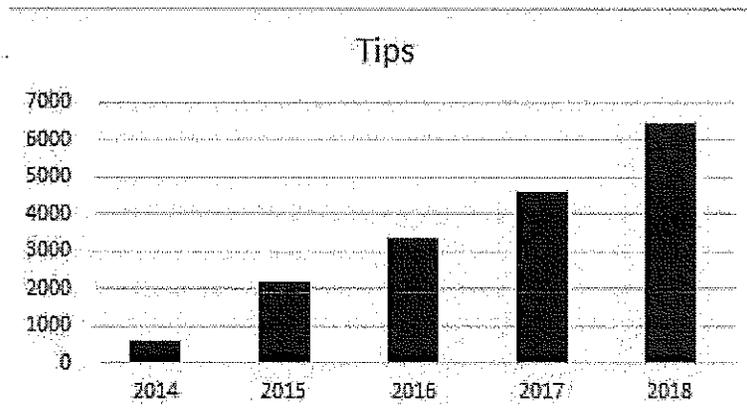
- 1 Program Director
- 1 Operations Manager
- 1 Data Operations Manager
- 2 Training and Education Specialists
- 1 Data Analysis and Reporting Specialist
- 7 Analysts – Analysts do not answer phone calls or messages. Colorado State Patrol Dispatch does that and forwards the information to analysts.

Total Tips Received by School Year



Michigan (see graph below)

- 6 Analysts—Analysts do not answer phone calls. Michigan State Patrol Dispatch does that and forwards information to analysts.



OSS is currently operating with nine LTE Grant Specialists and one project FTE Grant Specialist. OSS anticipates that there will no longer be a need for LTE Grant Specialists after March 2021. The end of the state grant period is December 31, 2020, and the time period from then until March 30, 2021 will be used to close out grants and complete required documentation. OSS will seek approval for the Grant Specialist position to be transitioned from project to permanent, as OSS will need to manage the federal grants it has been awarded (and any other grant funds that are awarded to it moving forward).

In response to LAB’s recommendation that OSS dedicate resources to reviewing the school safety plans that are statutorily required to be submitted to OSS annually, OSS intends to employ four LTE Auditors. It is anticipated that these auditors will begin their work in April 2021. Auditors will be responsible for a caseload of schools and each of those schools will be audited on a three-year rotation to ensure that a

statistically significant portion of school safety documents are examined. Auditors will also be responsible for providing feedback to schools regarding the quality of their safety documents and provide guidance regarding the appropriate content.

The aforementioned staffing changes and needs are outlined in the chart below, which captures OSS' budget needs from 2020 through 2023.

OSS Need	2020	2021	2022	2023
Regular FTE	\$466,980.82	\$466,980.82	\$1,131,357.26	\$1,131,357.26
5 Resource Center Project FTE (Federal Grant)	\$260,290	\$260,290	*Moved to Regular FTE and increased to 9	
1 Project FTE Grant Specialist	\$86,165.44	\$86,165.44	*Moved to Regular FTE	
9 Grant Specialist LTE	\$335,967.60	\$83,991.90 *Ending in March		
1 Critical Incident Project FTE (Federal Grant)	\$117,689	\$117,689	*Moved to Regular FTE	
3 Critical Incident LTE (Federal Grant)	\$36,106 *starting in July	\$72,213		
4 Auditor LTE	NA	\$108,315 *starting in April	\$144,420	\$144,420
Travel	\$30,500	\$30,500	\$30,500	\$30,500
Telecom	\$5,000	\$5,000	\$5,000	\$5,000
Rent	\$69,000	\$69,000	\$69,000	\$69,000
Event/Conference	\$36,000	\$36,000	\$36,000	\$36,000
Print/postage	\$5,000	\$5,000	\$5,000	\$5,000
IT equip/support	\$1,000	\$1,000	\$1,000	\$1,000
Supplies/Membership	\$5,750	\$5,750	\$5,750	\$5,750
Enterprise allocation	\$9,500	\$9,500	\$9,500	\$9,500
E-grants/support	\$145,000	Unknown	Unknown	Unknown
Total OSS Cost				
Federal Grant Funded	\$414,085	\$450,192		
DOJ Funded	\$1,195,863.86	\$907,203.16	\$1,343,232.80	\$1,343,232.80
Total	\$1,609,948.86	\$1,357,395.16		