MUNICIPAL EXCELLENCE NETWORK
PRACTICE COLLECTION FORM

General Information

<table>
<thead>
<tr>
<th>Date</th>
<th>2013-05-24</th>
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<tbody>
<tr>
<td>Name of Practice</td>
<td>Multi-Agency School Support Team (MASST)</td>
</tr>
<tr>
<td>Name of Municipality</td>
<td>Calgary</td>
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<tr>
<td>Your Name and Title</td>
<td>Stephanie Undershute, Coordinator Children and Youth Services/Sgt. Bev Voros Calgary Police Service</td>
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</tbody>
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INTRODUCTION

When completing this form, use your own words and share your practice in a story format. Please do not include any derogatory comments. Use paragraphs and bullet points to organize your practice. This is not a business case but instead is intended to be informative for your peers, showing them the processes and outcomes of your practice. Be sure to focus on what you learned so that it is helpful to the reader. Click in the white boxes to type in your answers. The boxes will expand as you type.

Abstract:
What is the practice you developed or are developing (brief abstract)?

Please briefly describe the final practice developed. (e.g. if you developed a new Council agenda, list the agenda items, or if a new communications plan was created, provide a summary of the plan’s goals, objectives and highlights.)

The Multi-Agency School Support Team (MASST) is an early intervention initiative which supports children aged 5-12 who are exhibiting high risk behaviour or who are at increased risk of victimization.

The objectives of MASST are: increased collaboration among police, schools, and social agencies to prevent youth crime; reduced criminal involvement and/or victimization for participating children; increased awareness among participants and their families of the consequences of criminal behaviour; and increased awareness of and access to existing social support services for participating families.
Twelve MASST teams, comprised of a social worker and a police constable, work directly with children, their families, schools and community agencies.

**Need:**
Please describe (just a couple of sentences or bullet points) why you needed to create this practice (policy or process).

What issue made it necessary? (e.g. “We needed a comprehensive plan to deal with…”, or “We needed an annual forecasting tool because…”)

It is fact that a relatively small number of individuals are responsible for a disproportionate percentage of crime (2008, Profile of Youth Offenders in Calgary study). In Calgary, these young people, designated by police as Serious Habitual Offenders, overwhelmingly share consistent risk factors that predate their entry into the youth justice system at age 12. Some of these factors include; direct exposure to domestic violence, formal involvement with Child and Family Services and multiple mental health diagnoses.

Recognizing we needed a comprehensive, early intervention program to deal with children exhibiting high risk factors prior to the age of 12, MASST adopted the Developmental Prevention Approach to Crime Prevention (Tremblay and Craig). This approach hypothesizes that “interventions aiming to reduce risk factors and increase protective factors…have a significant impact on an individual’s adjustment at later points of development”.

**CREATING YOUR PRACTICE**

**Research:**
How did you obtain information to help design your practice (including consultation with stakeholders, formal and informal research)?

Please include any research documentation you can share, or give us a source reference (e.g. Web site, literature, “We reviewed the bylaws from other municipalities in the area…”).

In December 2008, Calgary Chief of Police Rick Hanson convened the senior leadership of the Calgary Police Service, the City of Calgary Community and Neighbourhood Services Department, the Calgary Board of Education and the Calgary Catholic School District. These leaders committed to finding a better way to work together in the best interests of troubled children and youth in the city of Calgary.

Research was undertaken in the form of a literature review and environmental scan regarding early intervention and crime prevention initiatives.

From that first meeting in December 2008, a plan was conceived and funding applications were submitted. Funding was confirmed by March 2009 through a grant administered by the Alberta Government’s Safe Communities Innovation Fund (SCIF) as well as in-kind contributions from the Calgary Police Service, the City of Calgary Community and Neighbourhood Services, the Calgary Board of Education and the Calgary Catholic School District.
**Process:**

How did you go about designing your practice? For instance, did you create a team, hire a consultant, or borrow something ready-made from another jurisdiction?

Describe briefly who did the design work and what process they followed.

Based on practices within the City of Calgary and the Calgary Police Service, it was recognized that early intervention needed to be at the core of any response to the issue of crime prevention. To that end, an environmental scan was completed of early intervention or crime prevention programs in other jurisdictions, both in Canada and internationally. The scan revealed that existing early intervention initiatives did not completely speak to the issues that we wanted to address in Calgary.

From that realization, representatives from the Calgary Board of Education and the Calgary Catholic School District were invited to join the discussion and ultimately formed a team, along with the Calgary Police Service and Community and Neighbourhood Services. These representatives included: an Issue Strategist, City of Calgary; the Manager, Children and Youth Services, City of Calgary; one Sergeant and two Inspectors and a Research Analyst with the Calgary Police Service; the Supervisor, Instruction and Support Team, Calgary Catholic School District; and the System Principal, Calgary Board of Education. These members set out to complete the design work through a process of collaboration, the adoption of conceptual work from other prevention programs; and the creation of new processes, policies and procedures which could speak to the issue of crime prevention through early intervention with children at risk.

**GETTING APPROVAL FOR YOUR PRACTICE**

**Authority:**

Whose/what approval did you need to create and implement the practice?

The approval to create and implement MASST was given by: Chief of Police, Calgary Police Service; Director of Children and Youth Services, City of Calgary; Chief Superintendent, Calgary Board of Education and Chief Superintendent, Calgary Catholic School District.

**Reporting:**

How did you inform the decision-maker(s) about the practice and your need for their approval?

Please note the name of any documents provided to the decision-makers that you would be willing to share.

The decision-makers had representatives as part of the MASST design and collaborative process. Once team consensus was reached on matters such as finance, technology, communications, and information sharing, approval was a matter for legal departments to assess and then pass on to the Chief of Police, the Director of Community and Neighbourhood Services at the City of Calgary, and representatives from the Calgary Board of Education and Calgary Catholic School District. The creation of the Standard Operating Procedures for MASST was undertaken in August 2009 and updated in March 2013. See attached.
Consultation:
Did you consult with stakeholders as part of your approval process?

If so, how? If possible, attach a copy of templates, surveys or other documents you used as part of your consultation.

The primary stakeholders are the two Calgary school boards. Needs assessments were completed, utilizing internal school board suspension data and the existing referrals for assistance with behavioural issues. This data clearly identified two geographic areas requiring additional early intervention programming at the elementary school level. The school boards were instrumental in determining the initial pilot project locations of MASST.

IMPLEMENTING YOUR PRACTICE

Plan:
Describe the process you went through to implement the practice. If you used an implementation plan, please note it here.

At project initiation, MASST established a project management structure to support the implementation of the project. The tiered system ensured representation from all partners at the various levels to support decision making, project advice and implementation. The creation of the systems of governance greatly aided the project with delineated areas of responsibility from governance to intervention. In the initial six month project initiation phase, MASST benefitted significantly from the input of the Steering and Governance Teams who sought to resolve issues around working together and access to clients and their information. The project has benefitted from the willingness of the partners to discuss and resolve issues, using where necessary, unconventional approaches and the willingness to continue that dialogue to support project implementation.

Figure 1: MASST Project Management Structure (see below)
Policy:
What changes to bylaws, regulations or procedures were needed to implement this practice and how did you deal with them?

Please attach a copy of the change in bylaw, policy or procedure.

The creation of Standard Operating Procedures for MASST was undertaken in August 2009 and updated in March 2013. There were no bylaws, regulations or procedures regarding this practice prior to the creation of the Standard Operating Procedures. See attached.

When:
When did your municipality begin to use the practice? Was it implemented all at once or in stages?

MASST started out as a pilot project in August 2009, serving the Northeast communities of Calgary, in addition to select Southeast communities. As of March 2013, MASST is available city-wide to children living in Calgary, ages 5-12.

Who:
Who was responsible for implementing the practice?
If someone else is responsible for ongoing management, who is it?

The City of Calgary and the Calgary Police Service are responsible for the implementation and the ongoing management of the program. The Calgary Board of Education and Calgary Catholic School District continue to collaborate with the program through the various MASST Committees, including Governance, Steering and Operations.

RESOURCES REQUIRED

Budget:
How much did it cost you to design and implement your practice (i.e. We saved/spent $XX per year)?

What are your ongoing operational and capital costs, if any?

The initial three year budget, including in-kind contributions was $3.69 Million, with $1.47 million from the grant funds administered through the Alberta Government’s Safe Communities Innovation Fund (SCIF).

The current annual operating budget includes: $3.1 Million for staffing (12 constables, 12 social workers and two supervisors); $151,200 for capital costs such as cell phones, vehicles, gas and vehicle maintenance; $4000,000 for community programming (counseling, tutoring, summer camps, recreation programs and transportation for MASST participants); $15,000 for communication and marketing; $19,000 for other expenses including training. The total annual budget is $3.69 Million.

The strength of MASST is in its partners and their ongoing commitment to support the program. The Calgary Police Service and Community Neighbourhood Services provide in-kind contributions to cover much of the operating budget while Alberta Health Services, the Calgary Board of Education and the Calgary Catholic School District provide their own in-kind contributions of staff and support. Moving forward in 2013, community programming will be strongly supported by corporate Calgary. Husky Energy Inc. and Enbridge Inc. have displayed true corporate leadership by contributing an incredible $750,000 towards this innovative program.

Staff:
What human resources did you need to design, implement and manage your practice? (e.g. “It took X staff member(s) X months on this” or “This is part of normal staff duties.”)

During the pilot phase of MASST, four social workers and four police constables were required to implement and manage the practice, in addition to a part time social work supervisor and part time police sergeant, each providing between 17.5-20 hours per week.

In order to implement MASST city wide currently, twelve teams of one social worker and police constable, in addition to a fulltime social work supervisor and a fulltime police sergeant are required.

Infrastructure:
What “capital costs” (such as information technology, other equipment or building assets) did you need to
During the pilot phase, office space for MASST teams was provided through the use of (in-kind) space at a Calgary Board of Education facility. Laptops, aircards and cellphones were provided for team members by their respective departments and vehicles were provided by the Calgary Police Service.

EVALUATING YOUR PRACTICE

Formal:
If you did a formal evaluation (e.g. user satisfaction survey, analysis of annual expenditures or number of rate payers served) for your practice, please describe the evaluation tool and the process used.

Tell us who was involved.

A formal evaluation of the MASST program (January 2010-December 2012) is underway through a Social Return on Investment (SROI) lens. Draft results have been utilized in the preparation of this document (and are summarized in the MASST SROI brochure) and a final document is expected by June 2013.

A Calgary Police Service Analyst is undertaking this work as part of regular duties.

Informal:
If you did an informal evaluation, describe what you did (such as discussing the practice with people in the office or on the street, or letters/comments received).

Informal evaluation has always been a part of MASST and can be seen through the many “success stories” shared by thankful parents and the comments received from schools.

(please see page 2 of the Social Return on Investment (SROI) Case Study document attached for an example)

Performance measures:
Please list the performance measures for this practice (i.e. reduced number of complaints, money saved, or change in equipment life expectancy.)

Please list the process you used for measuring performance, (i.e. We do annual surveys on…) examples include:

- collecting data
- establishing a baseline
- applying the measures
- results
- follow up

The performance measures for this practice have included:
- the extent to which the project has been implemented as planned
- the extent to which the intended outcomes have been achieved (to foster a positive change in the risk and protective factors of young people and their families who participate in MASST and to increase collaboration among police, schools and social agencies in addressing youth crime prevention)
- to determine whether there have been any unintended outcomes
- identify lessons learned
- to provide recommendations for continued project implementation efforts

The processes used for measuring performance have included: data collection, examining the data collected and results in the form of a Social Return on Investment (SROI), case analysis, and key informant interviews. Further analysis will be undertaken after the completion of the formal evaluation of MASST.

Please refer to Social Return on Investment (SROI) Case Study document.

**Changes:**

(a) Based on the evaluation (formal or informal), describe any changes you have made, or would like to make, to your practice as a result. (e.g. “After implementing this practice, we decided that it would be better if…”)

(b) Has your practice met your expectations and if so, how?

<table>
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<tr>
<th>Taken from the draft Social Return On Investment work, recommended changes include:</th>
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<td>- continued focus on data collection, with greater focus where possible, on follow-up with families who complete the program.</td>
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<td>- program should consider the feasibility of including additional partners, including funders and service providers, with attention on ensuring suitability for the project’s mandate and core areas of focus. (This has been achieved in 2013 with funds through corporate donors and the Police Foundation as well as a pilot partnership with Alberta Health Services to provide a full time clinician, in-kind).</td>
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<td>– the MASST pilot was guided by a Letter of Agreement and Information Sharing Agreement between stakeholder agencies. Moving forward, the partners should explore formalizing these agreements to ensure continued support even where stakeholders may change. (This is also in process in 2013, updated agreements are currently with partner legal departments for consideration).</td>
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The MASST program has met expectations in that it has met both goal areas of: fostering a positive change in the risk and protective factors of young people and the families who participate in MASST and increasing collaboration among police, schools, and social agencies in addressing youth crime prevention.

With respect to fostering a positive change in the risk and protective factors, the SROI evaluation shows that “with regard to defiance, reports about this as a concern fell from 84% to 38%; levels of physical or verbal aggression from 73% to 38%; being disruptive (resulting sometimes in the child being sent out of the class) fell from 73% to 63%. Reports of children running away from home or school fell from 24% to 13% and stealing fell from 41% to 13% after 18 months in the MASST program. Bullying or the victimization of children engaged in the MASST program fell from 54% at intake to 25% after one year in the program”

With respect to increasing collaboration among police, schools and social agencies in addressing youth crime prevention; the MASST program has continued to enjoy a strong collaboration through out its program and this relationship has lead to further collaborations, such as the addition of Alberta Health Services to the partnership (November 2012).
LESSONS LEARNED / BENEFITS RECEIVED

<table>
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<th>Benefits:</th>
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<td>What are the benefits of this practice to your municipality? (e.g. Preparation of Council agenda packages now requires less time, etc.)</td>
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| The Social Return on Investment evaluation calculated that for the three year pilot phase of the MASST program, the Social Return on Investment was $2.38, or $1.04 (when a sensitivity analysis factored in the in-kind contributions of the partners). |

| By leveraging investment dollars, MASST has been of benefit to the municipality through the provision of a comprehensive early intervention program that utilizes the combined strengths and efforts of the Calgary Police Service, the City of Calgary, and both the Calgary Board of Education and the Calgary Catholic School District. These efforts have resulted in a statistically significant decrease in defiance, verbal aggression, being disruptive, running away from home or school, stealing, bullying and being victimized among participants; as well as a statistically significant increase in participation in extra curricular activities and access to positive adult support. |

<table>
<thead>
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<th>Key Lessons:</th>
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<td>What key lessons have you/your municipality learned through the process of:</td>
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<td>- designing;</td>
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<td>- obtaining approval;</td>
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<tr>
<td>- implementing; and</td>
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<tr>
<td>- evaluating your practice?</td>
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| Include any problems, surprises, and unanticipated benefits. (e.g. “We realized that we needed to spend more time…”) |

| Key lessons through implementing and evaluating the practice have included: |
| - we came to understand that transportation is a core component of the program in that families having to weigh the use of financial resources for basic needs against social support will necessarily miss out on social support if transportation is not provided. |
| - there have been significant gains over a short period of time: positive change is reported in the identified risk factors. |
| - there is increased stakeholder support: most parents welcome support and believe that MASST assists their families. |
| - there is confirmation of the appropriateness of the children being referred to the program: the child, family and school risk factors initially identified are being observed in the children referred |
| - usefulness of services has been confirmed: children and parents identify the value of referrals to community resources, such as counseling, recreation and educational support. |
| - that the relationships developed through MASST have been leveraged to address issues in other partnerships or to better navigate through the systems of each of the partner agencies. |

| - we have also realized that introducing families to low/no cost recreation and other programming leads to a more sustainable outcome than simply providing for their needs. |
| - that by exploring new ways of doing business and facilitating a collaborative approach to social development in light of increasingly difficult budgetary environment, additional resources have been engaged to support the needs of clients (the 2013 AHS pilot partnership/clinician for example). |
Advice to Municipal Peers:
What advice would you give to another municipality that is considering adopting your practice? Is there anything you might have done differently?

- At project initiation, MASST established a project management structure to support the implementation of the project. The tiered system ensured representation from all partners at the various levels to support decision making, project advice and implementation. The creation of the systems of governance greatly aided the project with delineated areas of responsibility from governance to intervention. In the initial six month project initiation phase, MASST benefitted significantly from the input of the Steering and Governance Teams who sought to resolve issues around working together and access to clients and their information. The project has benefitted from the willingness of the partners to discuss and resolve issues, using where necessary, unconventional approaches and the willingness to continue that dialogue to support project implementation.

- MASST has operated with a tiered system of management beginning with the operations team at the lowest tier and moving to governance at the highest level. This has facilitated the separation of decision-making and appraisal from project implementation and has also allowed for the development of clear guidelines at the policy level to inform work at the ground. The frontline team has noted that this structure has ensured the management of issues at the level of the policy and technical expertise, ensuring the team is allowed to focus on the day to day implementation of the program.

PRACTICE UPDATES

New Information:
There may be some new information to add since this practice was first posted. This is especially true if:

- a new process has been implemented in your municipality;
- there are new practice evaluation results; or
- there has been a change affecting organizational direction. For example, explain how new economic conditions or a new vision/strategy affect the practice.

Please indicate those changes here. Don't forget to list any new documents that may be useful to your peers. Then go to "Other Information" to attach the new documents.

- MASST increased its Intervention teams from 4 teams in the pilot area to 12 teams providing city-wide service delivery effective 2013.
- Alberta Health Services has joined MASST as part of a pilot program, offering a full time clinician in support of MASST participants
- in 2013, the Police Foundation secured corporate funds to support further community programming for MASST.
### OTHER INFORMATION

**Suggestions:**
Please list relevant information sources that others might use or you would be willing to share (courses, Web sites, literature, experts).

- 2008, Profile of Youth Offenders in Calgary, Canadian Research Institute for Law and the Family
- Alberta Crime Reduction and Safe Communities Task Force
- Best Practices of Youth Violence Prevention Sourcebook
- National Crime Prevention Centre
- The National Study of Delinquency Prevention in Schools

**Documents & Attachments:**
Please list any documents you would be willing to share with others interested in your practice (e.g. a bylaw, a policy, approval documents, templates).

* Note: Most documents can be electronically attached to your practice in the MEnet database. If only a paper version of your document is available, please send it with your completed Practice Collection Form. We will scan it and attach it.

- Standard Operating Procedures (updated March 2013)
- Evaluation for Multi-Agency School Support Team (MASST) January 2010-December 2012 MASST SROI brochure

**Nominations:**
Do you have any suggestions of other individuals or municipalities with municipal practices that we should add to the Municipal Excellence network? Please list their practice, municipality, and contact information.

Or, e-mail menet@gov.ab.ca and let us know about a municipal colleague that has a really good way of doing things.

Click here to enter text.

**COMMENTS**
Have we missed something; anything you’d like to add to the areas we have touched on, or an area we have not mentioned?

Click here to enter text.

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*Thank you for your contribution to the Municipal Excellence network. Please return this form as soon as you are able.*