

Margolis Healy - SMCCCD Public Safety Study Recommendations

Recommendation		District Position	Notes/Comments
Role and Mission			
1.1	Immediately clarify the role of the Public Safety Department, ensuring that the current staff is trained to meet the stated mission.	Agree	This is the starting point of everything.
1.2	Develop a communication plan to familiarize the campus community with Department role and mission, and strategy for meeting campus expectations that are outside of the Department's current capacity.	Agree	Plan should clarify DPS roles and responsibilities.
1.3	Choose an option and develop and implement a communications strategy to inform the campus community.	Agree	Somewhat redundant to the previous recommendation.
Operational Strategy			
2.1	Revise the current "vision" statement to align with the District's vision and develop a mission statement accompanied by core values.	Agree	
2.2	<p>Develop an operational strategy with appropriate benchmarks to guide DPS operations. As a minimum, the strategy should include the following elements:</p> <ul style="list-style-type: none"> a. Formal articulation of mission and values; role and authority and jurisdiction; b. Patrol operations and priorities; c. Investigative operations; d. Call-taking, dispatch, and central monitoring operations; e. Crime prevention, community policing, and campus community engagement initiatives; f. Addressing the Use & Misuse of Alcohol and Other Drugs; g. Campus Threat Assessment and Management; h. Emergency management structure and goals; i. Special event management; j. Community Caretaking functions; k. Physical security and security technology implementation plan; and, l. Regulatory Compliance 	Agree	
2.3	Once this operational plan is developed, ensure all members of the organization are aware of this plan and know their individual roles and responsibilities in achieving the organizations goals and objectives.	Agree	
2.4	Form a campus safety working group comprised of internal key stakeholders to assist in developing and maintaining the organization's operational strategy.	Agree	

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Organizational Structure			
3.1	Create a Department command staff, including the creation of deputy director, two assistant director level positions and fill the positions with candidates who have higher education experience.	Partially Agree	Deputy Director (or Assistant Chief) should be enough at this time.
3.2	Consider re-designating the current director as “Executive Director” and chief, and reclassify the College chiefs to commander, captain, or other suitable title.	Currently in Place	
3.3	Consider creating an investigator position, staffed with a highly trained and experienced investigator.	Agree	
Written Directives and Accreditation			
4.1	Ensure all Public Safety personnel review and demonstrate proficiency with all department policies and procedures.	Currently in Place	Employees are required to take Daily Training Bulletin online training through Lexipol.
4.2	Develop an annual in-service training program designed to train/test/evaluate all personnel on relevant department policies and procedures.	Currently in Place	All officers attend twice yearly training.
4.3	Develop a policy review committee made up of internal and external stakeholders designed to develop, review and enhance the agency’s policy manual.	Agree	This would be the same committee as 2.4
4.4	Review the Westfall and Gallagher’s key critical tasks mentioned above and develop/enhance existing policies to cover these areas.	Partially Agree	Not all are relevant to unarmed/non-sworn.
4.5	Consider seeking law enforcement accreditation at the opportune time.	Disagree	No need.
Crime Prevention, Safety Awareness and Community Engagement			
5.1	Consider adding a District level position that focusing primarily on community policing, crime prevention, and campus community engagement.	Partially Agree	Would be collateral duty.
5.2	Conduct community policing training at all levels of the department.	Agree	
5.3	Develop and implement a community policing and community engagement strategy.	Agree	
5.4	Train officers in crime prevention techniques and strategies; develop crime prevention tools and presentations; and create crime prevention and educational social media campaigns.	Agree	
Training and Career Development			
6.1	Reach consensus on recruit level training requirements. Given other recommendations in this Report, we highly recommend that officers be required to have already obtained basic police officer recruit training or be able to obtain it within 18 months of initial employment.	Currently in Place	New employees are required to have successfully completed a POST certified LE academy.
6.2	Develop a new employee training and orientation program.	Currently in Place	Two Field Training Officers (FTOs) have been sent to POST training and have received certifications.

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6.3	Develop a certified field or police training officer program.	Currently in Place	See 6.2
6.4	Develop a training matrix/schedule that identifies training that should be completed based on seniority, officer interest and time on the department.	Agree	
6.5	Encourage and incentivize officers to attend appropriate training and obtain instructor certifications in the areas of crime prevention, community policing, criminal investigations, dispatch operations, use of force, conflict de-escalation, fair and impartial policing, trauma-informed investigations, and other related training topics.	Agree	Requires staffing for coverage while officers are in training.
6.6	Develop a comprehensive annual training program designed to ensure all employees can meet/exceed the safety and security expectations of the campus community.	Currently in Place	Bi-annual training is underway.
6.7	Develop a training and exercise program with external first response organizations to train, test and evaluate the campuses ability to respond to a variety of critical incidents.	Agree	
Physical Security Program			
7.1	Consider formally placing the responsibility for physical security, security systems and management under the Public Safety Department.	Agree	The current Facilities Systems Manager position should report to and be physically located at the District Public Safety Department. This position is responsible for ID cards, employee photographs, ACAMS door access systems, alarm systems, etc. See 7.2
7.2	Create a position responsible for district-wide security systems management.	Agree	If existing position is not moved from Facilities. See 7.1
7.3	Create a physical security working group that brings together key stakeholders throughout the district.	Currently in Place	Currently in place with District Safety Committee.
7.4	Establish district-wide facility security standards.	Agree	
7.5	Develop district-wide security equipment minimum standards for each technology such as cameras, electronic access, recorders, etc.	Agree	
7.6	Develop and implement a door alarm monitoring and response policy for all District facilities.	Agree	
7.7	Develop an annual operational budget for physical security, including security technology systems.	Agree	
7.8	Test of the EAS with selected vendor to make adjustments to problem areas.	Agree	
	College of San Mateo		
7.9	Consider renumbering all campus buildings to a logical grouping based on current and future construction.	Disagree	Cost prohibitive

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7.10	Standardize the size and location of building numbers.	Currently in Place	A standard for numbers and locations exists.
7.11	Conduct training for staff in 4th floor executive suite in the use of duress alarms and regular testing of the alarms.	Agree	
7.12	Consider conducting de-escalation training for executive suite staff.	Agree	
Skyline College			
7.13	Consider creating a single point of entry to the Pacific Heights Building and add electronic access control.	Under consideration	
7.14	Prohibit propping of classroom doors.	Agree	
7.15	Add a camera to the main entrance to the Pacific Heights Building.	Agree	
7.16	Increase internal way-finding signage in Pacific Heights Building to provide better direction and emergency egress.	Agree	
7.17	Consider adding fixed cameras to the exterior of Buildings 1, 2 & the Theater to cover the courtyard. Additionally adding a 360° pole camera to the center of the courtyard.	Partially Agree	Building 1 and theater going under renovation. Will consider after construction.
7.18	Review the chained theater door for fire code compliance and egress.	Agree	
7.19	Consider adding a camera to the loading dock of Building 5.	Agree	
7.20	Prohibit propping of classroom doors and emphasize this during security orientations and with appropriately placed signage.	Agree	
Cañada College			
7.21	Standardize locations that receive hard keys and use electronic access control.	Agree	
7.22	Determine what type of credential will be used to gain access where electronic readers are used.	Currently in Place	Each employee has specific permissions which allow access in specific areas and not in others.
7.23	Consider adding shades, blinds or other item to cover classroom and office doors that have windows.	Agree	
7.24	Conduct a test of all gray phones to ensure functionality.	Agree	
7.25	Consider branding all phones using a highly visible color and signage.	Agree	
7.26	Develop a consistent testing schedule and document needed repairs.	Agree	
Emergency Operations Plan and Training for Critical Incidents			
8.1	Consider creating the position of Emergency Manager at the District.	Agree	New manager starts 4/2/18.
8.2	Develop an Immediate Action Response campaign to raise awareness to immediate actions “The Big Five.”	Currently in Place	Currently in Place with Campus Crisis Workshops and Immediate Actions Training.

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8.3	Conduct Immediate Action Response training on all campuses.	Currently in Place	Being conducted now.
8.4	Develop and distribute updated position responsibility list for all Building Captains.	Agree	
8.5	Provide additional training for building captains designed to test their specific roles and responsibilities.	Agree	
8.6	Identify and train additional Building Captains to a three-deep list, with at least three Building Captains for every position.	Agree	Changing model to Building Safety Teams - New training ahead
8.7	Mandate all faculty, staff and students to participate in scheduled drills through announcements and department meetings.	Agree	
8.8	Conduct campus drills during and in between classes when the campus is active.	Partially agree	Drills should occur during all different phases of the day.
Dispatch Operations/Communications Center			
9.1	Establish a central Communications Center operation to manage calls for service, alarm and access control monitoring, security camera monitoring, and walk-in inquiries.	Currently in Place	Hiring of dispatchers in progress.
Collaboration with Key Internal Stakeholders			
10.1	Develop and implement an initiative for enhancing relationships with partner departments. This would typically involve identifying key partner departments and assigning a liaison to that department.	Currently in Place	Campus captains are designated liaisons on campuses.
10.2	Identify representatives or liaisons within public safety to serve on appropriate campus committees with key stakeholders.	Currently in Place	Director and captains currently chair district and campus safety committees. <u>Always</u> available to serve on other appropriate committees.
10.3	Establish a Campus Safety Advisory Committee to include key stakeholders as members.	Currently in Place	All colleges and District have safety committees with key stakeholders
Coordination with External Partners			
11.1	Schedule quarterly meetings with all the law enforcement partners and have the director/chief and all 3 SMCCCD captains attend.	Agree	
11.2	Develop a MOU between the SMCCD DPS and the San Mateo Sheriff's Office that delineates roles and responsibilities.	Currently in Place	If status changes, new MOUs must be drafted with all jurisdictional LE agencies.

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11.3	Explore ways to create interoperable communications with the local police agencies.	Currently in Place	DPS has LE frequencies programmed in our radios. Exploring vice-versa.
Recruitment/Selection/Retention			
12.1	Develop a formal recruitment program.	Agree	
12.2	Include other key stakeholders, including students, in the selection process.	Agree	
12.3	Approximately 12 months following the full implementation of a computer-aided dispatch system and the collection of call for service data, conduct a staffing study to identify adequate staffing and supervision.	Agree	
Compensation			
13.1	Consider additional “special duty” stipends for officers who volunteer for additional duties such as field training officer, instructor, special skills or other specialized tasks.	Agree	