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PROJECT REPORT San Mateo County Community College District

ORGANIZATIONAL ASSESSMENT OF SECURITY OPERATIONS DISTRICTWIDE

August 29, 2008

INTRODUCTION

In recent years, there have been a number of incidents of extreme violence on school campuses throughout the United States. These incidents have sparked concern regarding the safety of students, faculty, and staff on campuses everywhere. The San Mateo County Community College District is in the process of upgrading the technological aspects of security on all campuses and desires to evaluate the security staffing, operations, and effective practices of the various campus security departments within the district.

The District contracted Management & Policing Consulting, LLC to provide an overall Organizational Assessment of the individual and collective operations of each of the District campus security departments. This assessment was to examine virtually all security/safety functions and make recommendations to ensure that the security/safety functions are efficient, effective, and standardized, with maximum resource allocation and benefit.

APPROACH TO ASSESSMENT

MPC used a variety of tools to obtain and document feedback, as well as to gather significant information. Data gathering included structured and open-ended interviews, with many individuals, and in some cases group discussions. Additionally, MPC used survey instruments designed specifically for this assessment, and conducted a review of historical crime data. MPC also examined workload and performance data, departmental budgets, district/college policies and procedures, Memorandums of Understanding, and other planning documents. MPC then researched best practices of other districts/colleges for comparison and potential inclusion.

The results of the consultants' findings, analysis, and recommendations are articulated under the various sections of this report. The comprehensive approach to the collection of data, research analysis, and interviews, coupled with our experience, serves to provide MPC with a sound foundation of information from which to formulate this report and make recommendations for the improvement of public safety on the San Mateo County Community College District Campuses.

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This report is structured in sections that have been developed from the concerns and needs identified by the District's Leadership. Other components of this report are based on the consultant's experience and best practices in management of public safety organizations.

It should be noted that some of the information MPC attempted to obtain, primarily in the Comparative Matrix, is either missing or does not exist. MPC attempted to obtain as much information as possible in order to make informed recommendations. Any missing or lacking information will be addressed in the final recommendations and report which MPC will provide to the district at the conclusion of the project.

The Comparative Matrix is a matrix developed by MPC for the comprehensive analysis of the three campus security departments. The Comparative Matrix is attached, and then followed by MPC recommendations relative to the issues/concerns expressed by District staff, in fulfillment of Phase 1 of the Organizational Assessment and Security Analysis contract.

MPC wishes to express our appreciation to the District staff and individual College staffs for their cooperation and candor in contributing individual information, opinion, and feedback. The information that MPC received was taken into consideration in this report, and in some cases contributed to our list of issues to review. Additionally the information assisted in providing the basis for recommendations for organizational streamlining, increased efficiency, economies of scale, and standardized policies, procedures and operations for public safety on the campuses of the SMCCCD.

FINDINGS AND RECCOMENDATIONS

The analysis and report is organized into the following findings and recommendations:

Findings

- Comparative Matrix

Recommendations

- Consolidating Public Safety
- Public Safety Use of Force
- Public Safety Technology
- Public Safety Parking Control/Traffic Enforcement
- Public Safety Training
- Public Safety Budget
- Public Safety MOU's
- Public Safety Facilities
- Public Safety Communications
- Threat Assessment

San Mateo County Community College District Public Safety Comparative Matrix

Page 1 of 11 Pages

Category	SMCCCD	Canada College	College of San Mateo	Skyline College
CAMPUS SPECIFIC INFORMATION:				
Students Day and Night Combined	42,069 Students Fall 2007 CCCCCO *1	6,589 Students Fall 2007 From Canada College	17,726 Students Fall 2007 CCCCCO Chancellor's *1	14,237 Students Fall 2007 CCCCCO *1
Faculty (FT Full Time PT Part Time)	To be Determined	77 FT and 182 PT Faculty	129 FT and 241 Part Time Faculty	To Be Determined
Buildings	One District Office Building One Lot	15 Buildings 10 Parking Lots	38 Buildings 32 Parking Lots	21 Buildings 11 Parking Lots
New Technology Equipped Buildings	To be Determined	Building 9	Buildings 35 and 36	To Be Determined
ACAM automatic door locking Status	To be Determined	Building 2, 9, 22	Buildings 35 and 36	Building 3, 6, 7a, 8
Average Number of Campus Events that Require Public Safety Services Per Month	Unknown	Unknown	16.33 events average per Month	Unknown
Emergency Response Location Identifiers (named streets, clearly marked buildings and public areas)	On going Project as construction is completed	Installed as specified by Fire Department	Need Street Names and Better Signage for Emergency Response	Better signage necessary for Fog & efficient Emergency Response
Scheduled Absence or Gaps in Public Safety Services	Gaps at Canada and Skyline Colleges	5 hours Afternoon, 7 hours in AM and 8.5 Hours on	No Gaps Security 24 Hours A day	7.5 Hours Every Night No Security At All
Video Surveillance / Percentage Complete	To be Determined	To be Determined	Zero	To be Determined
Video Monitoring Status	Development Stage	10% monitored weekday, 75% monitored weekends.	No Monitoring	No Monitoring



San Mateo County Community College District

Public Safety Comparative Matrix

Page 2 of 11 Pages

Category	SMCCCD	Canada College	College of San Mateo	Skyline College
PUBLIC SAFETY ORGANIZATION:				
Personnel:				
Average Public Safety Hours Per Week	501 Hours Per Week	80 Hours Per Week	360 Hours Per Week	161 Hours a Week
Organization Chart	Developed by MPC	Developed by MPC	Developed by MPC	Developed by MPC
Work Schedule		0730-1300 & 1800-2300 Hrs. Weekdays and 0700-1500 & 1500-2230 Weekends	Provided & Varied	Provided & Varied
Full or Part Time Employees	13 Full Time and 11 Part Time Officers	8 Part-Time Security Officers	9 Full Time Officers (2 Above Max.)	4 Full and 3 Part Time
Minimum Staffing Policy	Varied	One Officer 12 Hours a day	One Officer 24 Hours	One officer 16.5 Hours a Day
Clerical Support	370 Hours per Month	50 hours per Month	160 Hours Per Month	160 Hours Per Mon.
Labor MOU with CSEA #33		Current MOU	Current MOU Provided	Current MOU Provided
Dispatch or Video Monitoring		Dispatch and Monitor by SM Co. Sheriff Office	Office Assistant Dispatches	Office Assistant Dispatches
Public Safety Department Budget:				
Current Budget Amount		2007-2008 \$224,017	Provided 08-2007 \$918,233	Provided Dated 08- 2007 \$358,697
Parking /Traffic Citation Revenue		1,698 Citations given 2007	6,744 Citations given 2007/ \$206,475 2007 Revenue	2007 – 3,328 Citations Given
Salaries and Percentage of Budget		To be determined	97%	To be determined
Source of Revenue		To be determined	State, SMCCCD, Parking Revenues	To be determined
Permit Fees/ Daily Parking Permits Revenue		To be determined	\$431,890 2007	To be determined



San Mateo County Community College District Public Safety Comparative Matrix

Page 3 of 11 Pages

Category	SMCCCD	Canada College	College of San Mateo	Skyline College
Campus Crime Statistics:				
Calls for Service		63 (2007)	858 (2007) Plus other Duties	181 (2007) 161 (2008) Jan-Apr
Vandalism		12 (2007)	2 (2007)	Not Provided
Criminal Offenses 2006, 2005, 2004	See Attached	See Attached	See Attached	See Attached
Equipment Supplied by SMCCCD:				
Vehicles		One 1995 Ford sedan	Two Patrol Vehicles One Golf Cart	Three Patrol Vehicles
Radio Base Stations		None Reported	One Motorola	One Motorola
Hand Held Radios		Two Handheld Radios	Seven Kenwood TK-3200	Seven Motorola Hand Held Radios
Nextel or Cellular Telephones		Two Cellular Telephones	Five Nextel Cellular	43 Nextel's
Automotive Battery Jumping Devices		None Reported	Two	Three
Rechargeable Flashlights		Two	Two	Three
Desk Top Computers		Two Desk Top Computers	Three Computers and Printers	Four Computers
Lap Top Computers		None Reported	None Reported	None
Automatic External Defibrillators		10 AED's	Two Defibrillators	One AED
Oxygen Bottles		None Reported	Two Oxygen Bottles	None
First Aid Triage Kits		Twelve	Two	Three
Emergency Safety Chairs		Six	One	One
Force Options Supplied		See Next Page	See Next Page	None



San Mateo County Community College District

Public Safety Comparative Matrix

Page 4 of 11 Pages

Category	SMCCCD	Canada College	College of San Mateo	Skyline College
Equipment Supplied by SMCCCD				
Continued				
Assault Weapons		None	None	None
Batons		None	One for each trained Officer	None
Hand Cuffs		Each officer has one set	One for each trained Officer	One for each trained Officer
Hand Guns		Each Retired officer has a CCW	None	None
Pepper Spray/Mace		One canister	One Canister per trained officer	None
Tasers		None	None	None
Shot Guns		None	None	None
Stun Guns		None	None	None
Public Safety Facilities				
Location of Public Safety Office	No Current Facilities	Ground Floor Building #13-Room 28	Main Administration Office Building. #1	Ground Floor Building #6
Number and Size of Rooms	No Current Facilities	(Inadequate Space) Two Small Office Rooms	(Inadequate Space) 3 offices & Counter Area	New Large Facility
Policy and Procedures:				
Active Shooter Policy and Procedures	No District Policy	Use SM Co Sheriffs Policy	Provided Active Shooter Sniper Response	San Mateo County Protocol All Staff Trained 2007
Arrest or Detention Policy and Procedures	No District Policy	Use SM Co Sheriffs Policy	No Current Policy	No Current Policy



San Mateo County Community College District

Public Safety Comparative Matrix

Page 5 of 11 Pages

Category	SMCCCD	Canada College	College of San Mateo	Skyline College
Policy and Procedures Continued:				
Clear Act Reporting Policy and Procedures	Reports Completed Yearly	Report Completed Yearly	Report Completed Yearly	Report Completed Yearly
Communications Use Policy	No District Policy	San Mateo County Sheriffs Policy for Radio Use	Provided in Policies and Procedures Manual (for Cellular Nextel, Computer Usage & Radio Use	None
Hostage or Barricaded Subject Policy and Procedures	No District Policy	Use SM Co Sheriffs Policy	Provided	In Emergency Response Plan
Memorandum of Understanding with Responding Law Enforcement Organization	District basic MOU with all. They need to be updated	Have MOU with SMCO SO Signed May 21, 1999	Have MOU with San Mateo PD Signed May 21, 1999	Have MOU with San Bruno PD Signed May 21, 1999
Missing Persons Policy and Procedures	No District Policy	Use SM Co Sheriffs Policy	No Current Policy	No Current Policy
Mission Statement	Not Provided	Comply with Campus Security Act (Federal Public Law 101-592)	Provided Part of Policy and Procedures	Skyline Developed March 2006
Parking Enforcement and Permit Policy and Procedures	No District Policy	District Policy	Provided As Part of Policy and Procedures	Provided (Developed March 2006)
Personnel Complaint Policy and Procedures	No Formal District Policies for Public Safety Personnel	In House Investigation No Formal Policy	In House Investigation No Formal Policy	In House Investigation No Formal Policy
Personnel Rules Relative to Public Safety Personnel	District Policy	Provided in AFT, CSEA & AFSCME Contracts	Provided in Policy and Procedures Manual	Provided in Policy and Procedures Manual
Policy and Procedures Manual/ Personnel Rules Policy and Procedures	No Policy No District Manual	Provided in AFT, CSEA & AFSCME Contracts	Policy and Procedures Manual	Skyline Developed March 2006



San Mateo County Community College District Public Safety Comparative Matrix

Page 6 of 11 Pages

Category	SMCCCD	Canada College	College of San Mateo	Skyline College
Policy and Procedures Continued:				
Progressive Discipline Policy and Procedures	District Policy Article 19 19.1 to 19.8	District Policy Article 19 19.1 to 19.8	Provided District Policy Article 19 19.1 to 19.8	District Policy Article 19 19.1 to 19.8
Public Information Release Policy and Procedures	District has a Public Information Officer	District and College Policy	Policy Provided in Policies and Procedures Manual	District Policy
Racial Profiling Policy	No District Policy	None	None Provided	Skyline Racial Profiling July 2007
Report Writing Policy	No District Policy	None	Policy Provided in Policies and Procedures Manual	Skyline Report Writing July 2007
Sexual Harassment and Unlawful Discrimination Policy	District Policy Title 5 Sections 59300 et seq. HR 2002	In House Invest. Dist. Policy (HR) 2002	In House Invest. Dist. Policy (HR) 2002	In House Invest. Dist. Policy (HR) 2002
Smoking Policy	Unknown	Canada Policy Provided See Link Below	None Provided	Skyline Smoking January 2008
Traffic Enforcement Policy and Procedures	No District Policy	None SMCO SO Used On Call	Provided As Part of Policy and Procedures	Skyline Parking Citations July 2007 & in SOP's 3-2006
Training Policy and Procedures	District Policy (provided by CSM)	Not Provided	District Policy (provided by CSM)	No Formal Procedures

Cañada College Smoking Policy

http://canadacollege.edu/student/student_life/handbook/handbook5.html#smoking



San Mateo County Community College District Public Safety Comparative Matrix

Page 7 of 11 Pages

Category	SMCCCD	Canada College	College of San Mateo	Skyline College
Policy and Procedures Continued:				
Vehicle Operations Policy and Procedures	No District Policy	None as needed by sworn officers	Provided in Policies and Procedures (11-08-04)	None
Use of Force and Force Policy	No District Policy	Former SO Training No Policy *2 (District Policy 11-07)	*2 (District Policy 11-07) CSM Policy July 2002 Provided	None *2 (District Policy 11-07)
Force Options Allowed	No District Policy			
Assault Weapons	No District Policy	None	None	None
Batons	No District Policy	None	Provided	None
Hand Cuffs	No District Policy	Each Officer has one set	Provided	Each Officer has one set
Hand Guns	No District Policy	By order of President are available	None	None
Pepper Spray/Mace	No District Policy	One canister Pepper Spray	None	None
Tasers	No District Policy	None	None	None
Shot Guns	No District Policy	None	None	None
Stun Guns	No District Policy	None	None	None
Video Monitoring Policy and Procedures	Being Installed as part of Construction	*2 (District Policy 11-07)	*2 (District Policy 11-07)	*2 (District Policy 11-07)
Emergency Preparedness:				
Emergency Operations Plan	Yes District Has No Centralized District Policy	Yes Not Provided	Yes Fall 98 Provided	Yes Fall 2006 Provided
Emergency Supplies	To be Determined	Yes List Not Provided	Yes List Not Provided	Yes List Not Provided



San Mateo County Community College District Public Safety Comparative Matrix

Page 8 of 11 Pages

Category	SMCCCD	Canada College	College of San Mateo	Skyline College
Memorandum of Understanding with Responding Law Enforcement Organization	No District Wide MOU	Have MOU with SMCO SO Signed May 1999	Provided Have MOU with San Mateo PD May 1999	Have an MOU with San Bruno Police May 1999
MOU with San Mateo County OES	Under Negotiations	Under Negotiations	Under Negotiations	Under Negotiations
MOU with responding Fire Departments.	No Formal Agreement	None	None	None
MOU with Red Cross	Yes (2003)	Yes (2003)	Yes (2003)	Provided July 2003
Public Safety Training				
Field Training Program (new and promoted employees)	No District Policy	None	None	Lead Off. Attended POST FTO Course 2007
Mandated Required Level of Training	District Policy	All Officers Former SMCO	Provided use District Policy	District Policy
Mandated In-service Training	No District Policy	None	None	None
Arrest and Detention Training	No District Policy	None	None	None
Baton and Chemical Agent Training	No District Policy	None	All Officers are sent	None
CPR Training	No District Policy	All Officers , every 2 years	Ever 2 Years	All Staff 01/2008
Defibrillator Training	No District Policy	Yes	Unknown	All Staff 01/2008
Emergency Preparedness training	Provided to District	EOC Training , Yes	Provided to District	Activ4e Shooter Training 2007
EMT Training	No District Policy	Unknown	Unknown	Unknown



San Mateo County Community College District Public Safety Comparative Matrix

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Category	SMCCCD	Canada College	College of San Mateo	Skyline College
Public Safety Training Continued				
First Aid Training	No District Policy	Every 2Years	Every 2 Years	All Staff 01/2008
Sexual Harassment Training	Provided by District	Not Provided	Provided by District	No District Policy
Verbal Judo Training	No District Policy	Not Provided	Not provided	None
Weapons Qualification and Training	Not provided by District	CCW Qualification with SMCO SO	Non Provided	None
Training and Personnel Records Policy for Public Safety Personnel	No District Policy	Not Provided	Not Provided	None
Frequency of Audits	Unknown	Unknown	Unknown	Unknown

*1 California Community Colleges Chancellor's Office Student Head Count For 2006-2007
<http://www.cccco.edu/SystemOffice/Divisions/TechResearchInfo/MIS/DataMartandReports/tabid/282/Default.aspx>

*2 San Mateo County Community College District Policy Section 8.13 Public Safety on District Property Revised November 2007. [This Document is a two page document that authorizes the following:](#)

- A) Video surveillance and specifies Digital recorded will be maintained by the Public safety Offices for a period of up to three months.
- B) The carrying of firearms by those Officers meeting POST standards with the authorization of the College President with Notification of the SMCCCD Chancellor.
- C) Public Safety Officers are bound by District Rules and regulations pertaining to classified employees
- D) The use of Safety Assistants under the supervision of Public Safety Officers is authorized.
- E) Public Safety Officers are also subject to disciplinary action for the following reasons:
 1. misuse of firearms;
 2. disregard of any firearms policies detailed herein;
 3. misuse of authority.



San Mateo County Community College District Public Safety Comparative Matrix

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On Campus Crimes Reported by San Mateo County Community College District Public Information under the Cleary Act

Criminal Offense for 2006	SMCCCD	Canada	CSM	Skyline
Murder/Non-negligent manslaughter	0	0	0	0
Negligent manslaughter	0	0	0	0
Sex offenses – Forcible	0	0	0	0
Sex offenses – Non-forcible	1	0	0	1
Robbery	1	0	0	1
Aggravated Assault	0	0	0	0
Burglary	36	3	9	24
Motor Vehicle Theft	2	0	0	2
Arson	0	0	0	0

Criminal Offense for 2005	SMCCCD	Canada	CSM	Skyline
Murder/Non-negligent manslaughter	0	0	0	0
Negligent manslaughter	0	0	0	0
Sex offenses – Forcible	0	0	0	0
Sex offenses – Non-forcible	1	0	1	0
Robbery	0	0	0	0
Aggravated Assault	2	1	0	1
Burglary	39	16	16	7
Motor Vehicle Theft	6	0	4	2
Arson	0	0	0	0



San Mateo County Community College District Public Safety Comparative Matrix

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On Campus Crimes Reported by San Mateo County Community College District Public Information The Cleary Act Continued

Criminal Offense for 2004	SMCCCD	Canada	CSM	Skyline
Murder/Non-negligent manslaughter	0	0	0	0
Negligent manslaughter	0	0	0	0
Sex offenses – Forcible	0	0	0	0
Sex offenses – Non-forcible	0	0	0	0
Robbery	0	0	0	0
Aggravated Assault	4	3	0	1
Burglary	28	9	15	4
Motor Vehicle Theft	7	0	3	4
Arson	0	0	0	0

The purpose of the criminal offense analysis for 2004, 2005, and 2006 is to determine the type of criminal offenses occurring on SMCCCD campuses that likely requires municipal police response.



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PROJECT REPORT – Phase I Consolidation of Public Safety Departments and Unity of Command Recommendation August 18, 2008

I. RECOMMENDATION: MPC Recommends Option 4

MPC strongly recommends Option 4 for implementation by the San Mateo County Community College District. The SMCCCD is composed of three (3) college campuses that have diverse personnel abilities, policies, procedures, training, and costs. These differences create significant difficulties in attempting to standardize operational issues and maximize the cost effectiveness of the services they provide.

MPC recommends Option 4 as a means of effectively and efficiently accomplishing the safety functions desired for the campuses of the San Mateo County Community College District in a cost effective manner.

II. OPTIONS:

OPTION 1: No Change in Current Organizational Structure

Cost = \$ No change

This option retains the current organizational structure of separate security departments for each of the three campuses in the district. Option 1 would not change the structure, but would rather maintain the current disparate functions of each individual campus security department. There are no improvements in safety coverage, supervision coverage, or surveillance monitoring. Finally, this option has no additional cost or revenue implications.

Options 2, 3, and 4 follow; and each of the following assumptions are included as part of each of these three options:

A. The San Mateo County Community College District would organizationally and functionally consolidate the individual campus security departments of the College of San Mateo, Skyline College, and Canada College, into one Department of Public Safety.

B. The consolidated Department of Public Safety would be renamed to something similar to the San Mateo County Community College District Department of Public Safety.

C. The consolidated Department of Public Safety would be functionally managed and directed by a District Director of Public Safety.

D. There would be a safety department office at each campus, with the performance of normal and routine operations performed by campus safety personnel under the direction of a campus Safety Commander. Each campus Safety Commander would be under the direction and supervision of, and reportable to, the District Director of Public Safety, with indirect direction and supervision from the College President of the campus for which they are responsible.

E. The Department of Public Safety for the San Mateo County Community College District, would provide all safety services coverage to each campus as deemed necessary and affordable, with twenty-four hours a day, and seven days a week safety and security coverage.

F. The District Vice-Chancellor of Maintenance and Planning and Presidents of College of San Mateo, Skyline College, and Canada College would form a Department of Public Safety Oversight Committee that would meet as deemed necessary to address campus public safety issues that arise.

G. Consolidation would provide financial savings through economy of scale for equipment purchasing, budget preparation, and personnel management.

H. Consolidation would provide for standardization of training for all safety personnel. Training is an extremely important function in reducing liability exposure for the actions taken by safety personnel in the performance of their duties.

I. Consolidation would provide for standardization of procedures used by the personnel of the Department of Public Safety. Procedures standardization would provide for all safety personnel to operate under a common and unified safety and enforcement mindset and approach.

J. Consolidation would provide the ability for safety personnel to be “shared” between campuses during “off-peak” times, when students and staff are not present; for special enforcement activities; and, for special activities such as sporting events.

K. Consolidation would provide for public access and telephone monitoring by safety personnel during normal hours of operation on each campus. For example, the Department of Public Safety offices on each campus could be “open” from 6 a.m. until 10 p.m. to allow access to safety personnel and safety related business operation.

L. Personnel deployment is controlled by the Director of Public Safety. The shifts and hours for safety personnel can be influenced by geographical differences of the campuses, student population differences of the campuses, and varying campus uses. Therefore, it is appropriate for the Director of Public Safety, in concert with the Campus Commander, to determine coverage levels for each of the campuses.

M. Personnel costs reflected in Option 2, Option 3, and Option 4 are based on top salary step for each position including 35% benefit package. The resulting cost estimate is then the maximum salary cost for each option.

N. The initial consolidation of the Department of Public Safety will require the utilization of full-time personnel. This will improve on-going training, minimize the amount of equipment necessary for purchase, and improve personnel evaluation and accountability. Additionally, full-time personnel allows for greater flexibility in staffing assignments.

OPTION 2: Consolidation of SMCCCD Department of Public Safety – Minimum

Staffing

31 FTE

Cost = \$ 2,548,148

Option 2 is the minimum number of personnel that would be necessary to provide basic 24/7 safety coverage for all three campuses of the district. Option 2 provides for a Campus Commander to oversee the normal operation of their safety services. There are also shared personnel that provide safety and security coverage to all campuses.

The most significant difference of this option is that there are periods of time when there is no supervisory oversight of the safety personnel that are working at night, and some periods during the weekend.

OPTION 3: Consolidation of SMCCCD Department of Public Safety – Maximum

Staffing

41 FTE

Cost = \$ 3,404,802

Option 3 utilizes the sharing of some safety officer personnel between campuses to reduce overall cost, while minimizing potential service level reductions due to fewer personnel. This resource sharing would be for such things as parking enforcement, personnel deployment during night-time hours, and special events.

The primary advantage of Option 3 is that there are dedicated staff to each campus around the clock to provide safety coverage. This means that there is at least one safety member present on campus and available to immediately respond to any call for service. Furthermore, this option means greater familiarity of the safety personnel with their individual campus. Finally, Option 3 provides for more supervisory oversight of safety employees, which reduces potential liability exposure.

OPTION 4: Consolidation of SMCCCD Department of Public Safety – MPC

Recommendation

33 FTE

Cost = \$ 2,726,218

Option 4 is recommended by MPC. Option 4 incorporates shared supervisory and safety personnel between the three campuses. Option 4 utilizes dedicated safety personnel on each campus during the times when students and staff are present. During “off-peak” times, Option 4 utilizes shared Lead Safety Officers and Safety Officers for all three campuses on Weekends and at night that can “float” between campuses during those times when students and staff are not normally present.

The most significant difference of Option 4 is the utilization of “shared” Lead Safety Officers to maintain safety coverage consistency during “off-peak” hours. Additionally, there are fewer hours of supervisory coverage during the normal “peak” hours by Lead Safety Officers, which potentially necessitates supervisory coverage by the Campus Commander.

III. BACKGROUND AND ANALYSIS:

An analysis was conducted by MPC to ascertain the expectations and abilities of the safety departments on each campus of the San Mateo County Community College District, and then compare those expectations and abilities to a district-wide approach to public safety on the campuses. The options and final MPC recommendation of Option #4, in this report, is the result.

It is the opinion of MPC that the potential ability to utilize college safety personnel throughout the district is a benefit that is not currently utilized. Additionally, there are vast differences in the abilities and expectations of the college safety personnel from campus to campus. These differences include the type, amount, and frequency of training that these personnel receive. Furthermore, there is no standardization for policies, procedures, purchasing, equipment availability and use, consistent campus physical coverage by safety personnel, visual surveillance or dispatching services.

Comparisons

There are eleven (11) community college districts in the region of which SMCCCD is a member. The following charts identify the headcount by district in the region, followed by the type of police/safety service provided by each district.

College District	Type of Police/Safety/Security Service
Cabrillo	Contract with Santa Cruz County Sheriff
Chabot – Las Positas	Chabot and Las Positas College Departments of Safety and Security
Contra Costa	Contra Costa CCD Police Department
Foothill – DeAnza	Foothill – DeAnza CCD Police Department
Marin	Marin CCD Police Department
Ohlone	Ohlone College Safety & Security Office*
Peralta	Contracts with Alameda County Sheriff
San Francisco	San Francisco CCD Police Department
San Jose – Evergreen	San Jose – Evergreen CCD Police Department

San Mateo	Security Departments
West Valley – Mission	West Valley – Mission CCD Police Department

*refers crime reporting to local police department

As this information indicates, only three (3) of the districts (including San Mateo County) have Safety/Security Departments serving their campuses. Two (2) of the districts contract with the local Sheriff’s Department for services, and six (6) have their own Police Department.

The data also indicated SMCCCD individual college headcounts as follows:

College	Headcount (2006-2007)
Canada	10,106
College of San Mateo	17,276
Skyline	14,237
Total	42,069

It should be noted that of these eleven (11) districts, both Chabot – Las Positas and Ohlone are smaller in headcount than San Mateo, and are the only other districts in the Region that have Safety/Security Departments. It is our professional opinion that while student population is significant, the individual campus size, proximity to local municipal police service assistance, and types and numbers of calls for service for the San Mateo County Community College District are more closely associated indicators of the need for “safety” rather than “police” presence on each campus. In this particular instance, MPC believes that a consolidated Public Safety Department approach is best suited for the SMCCCD, and that consolidated services will best produce the desired goals for effectiveness and efficiency while providing consistent service, enforcement, equipment use, safety personnel use and deployment, and resource allocation for the College of San Mateo, Skyline College, and Canada College.

It should also be noted, that while MPC is making the recommendation for consolidation, not all administrative staff that were interviewed were in favor of consolidation for the safety functions.

A Staffing Matrix follows as Appendix A. The matrix identifies the staffing levels and associated cost of each option in one chart.

Sample organizational charts follow as Appendix B, Appendix C, and Appendix D, that depict Option 2, Option 3, and Option 4. These organizational charts indicate organizational layout and lines of authority.

APPENDIX A
SMCCCD DEPARTMENT OF PUBLIC SAFETY
STAFFING MATRIX

APPENDIX B
SMCCCD DEPARTMENT OF PUBLIC SAFETY
OPTION 2 – ORGANIZATIONAL CHART

APPENDIX C

SMCCCD DEPARTMENT OF PUBLIC SAFETY

OPTION 3 – ORGANIZATIONAL CHART

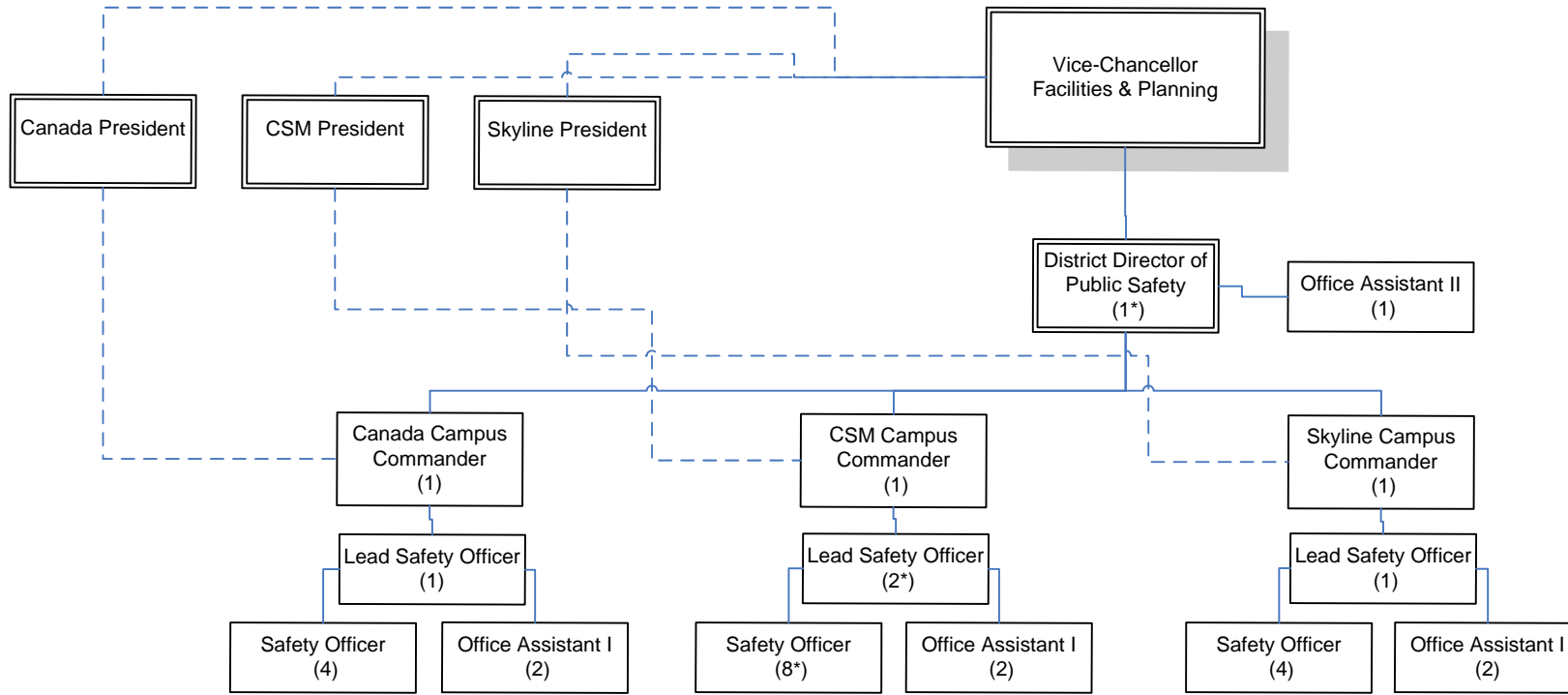
APPENDIX D

SMCCCD DEPARTMENT OF PUBLIC SAFETY

MPC RECOMMENDATION

OPTION 4 – ORGANIZATIONAL CHART

**San Mateo County Community College District
 Department of Public Safety
 Option 2 - Minimum Staffing
 August 18, 2008**



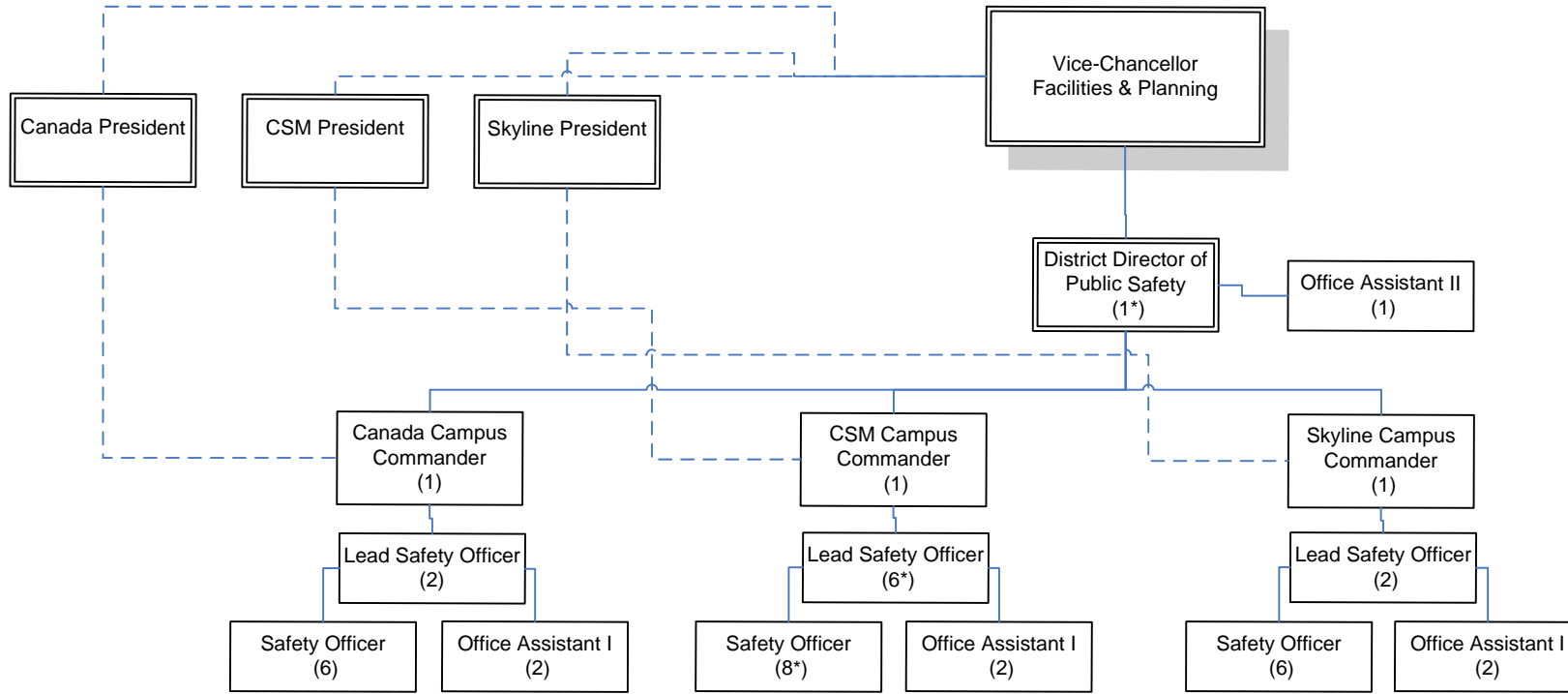
*Denotes Shared Personnel

SMCCCD Dept of Public Safety

**31 FTE
 \$ 2,548,148**

Management and Policing Consulting, LLC

**San Mateo County Community College District
 Department of Public Safety
 Option 3 - Maximum Staffing
 August 18, 2008**



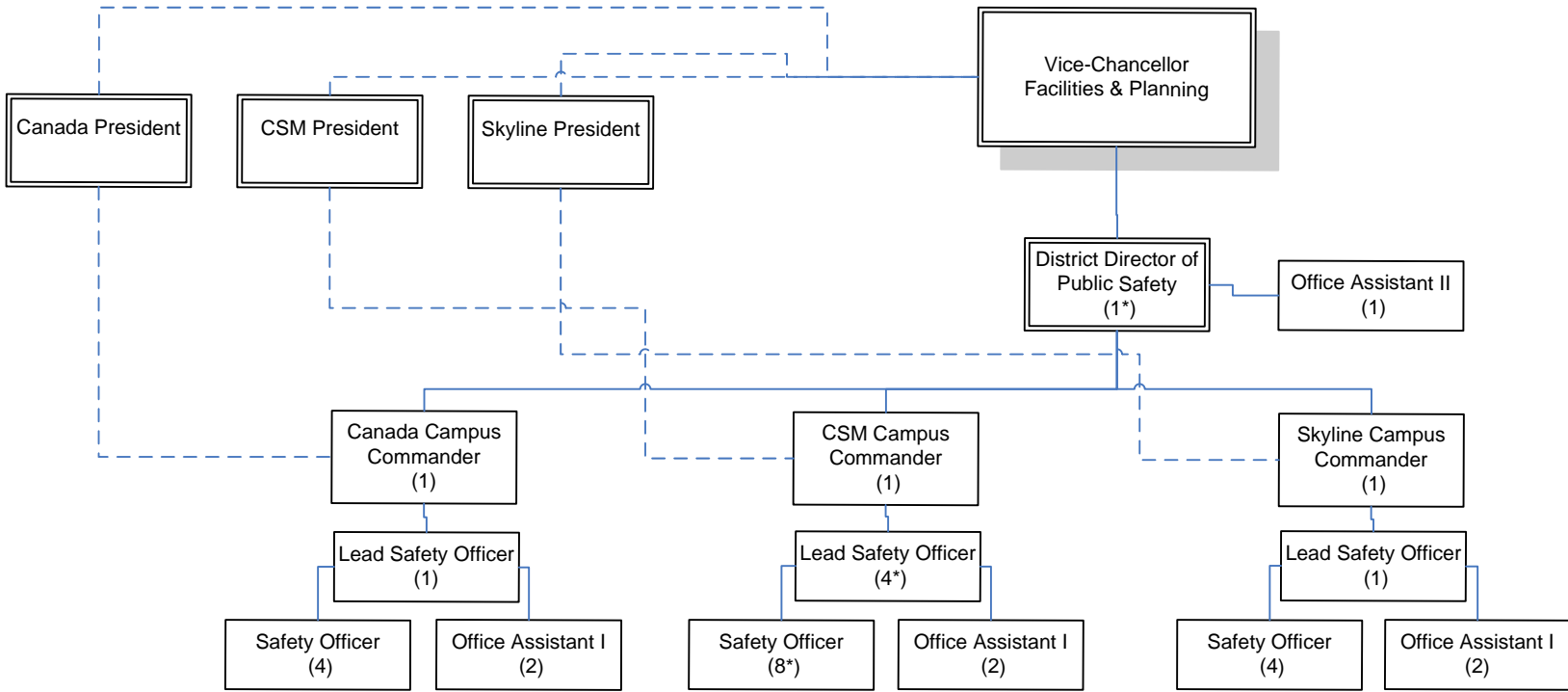
*Denotes Shared Personnel

SMCCCD Dept of Public Safety

**41 FTE
 \$ 3,404,802**

Management and Policing Consulting, LLC

**San Mateo County Community College District
 Department of Public Safety
 Option 4 – MPC Recommendation
 August 18, 2008**



*Denotes Shared Personnel

SMCCCD Dept of Public Safety
FTE 33
\$ 2,726,218



Management and Policing Consulting, LLC

SMCCCD Consolidation Staffing Matrix - 8/18/08

OPTION	CSM	SKYLINE	CANADA	TOTAL
Current Staffing (Option 1)				
Supervisor of Security	1	1	0	2
Lead Security Officer	1	0	1**	2
F/T Safety Officer	6	4	0	10
P/T Safety Officer	0	3**	6**	9**
Office Assistant I	1	1	1	3
Safety Assistant	1	0	0	1
Option 2 – Minimum Staffing				
Director of Public Safety	1*			1*
Commander	1	1	1	3
Lead Security Officer	2*	1	1	4*
F/T Safety Officer	8*	4	4	16*
P/T Safety Officer	0	0	0	0
Office Assistant I	2	2	2	6
Office Assistant II	1			1
Total Personnel				31
Total Personnel Cost				\$2,548,148
Option 3 – Maximum Staffing				
Director of Public Safety	1*			1*
Commander	1	1	1	3
Lead Security Officer	6*	2	2	10*
F/T Safety Officer	8*	6	6	20*
P/T Safety Officer	0	0	0	0
Office Assistant I	2	2	2	6
Office Assistant II	1			1
Total Personnel				41
Total Personnel Cost				\$3,404,802
Option 4 – MPC Recommends				
Director of Public Safety	1*			1*
Commander	1	1	1	3
Lead Security Officer	4*	1	1	6*
F/T Safety Officer	8*	4	4	16*
P/T Safety Officer	0	0	0	0
Office Assistant I	2	2	2	6
Office Assistant II	1			1
Total Personnel				33
Total Personnel Cost				\$2,726,218

** Denotes Part-Time Personnel

* Denotes Shared Personnel



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PROJECT REPORT – Phase I Use of Force – Recommendation May 9, 2008

I. Recommendations:

Based upon our interviews, analysis, and experience, MPC makes the following recommendations:

- A. MPC recommends that the San Mateo County Community College District adopt a Use of Force Policy that prohibits the use of deadly force options and equipment.
- B. MPC recommends that the San Mateo County Community College District adopt a Use of Force Policy that minimizes the use of non-lethal force options on campus. Specifically, MPC recommends that college safety personnel may carry and use non-lethal force equipment only when authorized to do so by designated authority, and under limited conditions. Furthermore, that the authorized non-lethal force equipment consists only of (1) pepper spray cartridges, and (2) 21” collapsible/expandable batons.
- C. MPC recommends that the authorization to carry these non-lethal items is predicated on verifiable, certified, and on-going training for each member of the college safety staff that is expected to be able to respond and use such force and equipment.
- D. MPC recommends that the San Mateo County Community College District consolidate the individual campus safety departments, under the functional management and direction of a District Director of Public Safety at the District office. Additionally, that the safety department is then named the San Mateo County Community College District Public Safety Department. This recommendation includes maintaining the current structure of a safety department at each campus, with the normal and routine operations being performed by the campus safety personnel under the direction of a campus commander. Finally, each campus safety commander would then be under the direction and supervision, and reportable to the District Director of Public Safety.
- E. MPC recommends that SMCCCD change the title of “Security Officers”, for those employees serving in this capacity, to “Safety Officers”. This would follow the use of the title of “Safety Assistants” as found in the SMCCCD Rules and Regulations, Section 8.13.6. MPC further recommends that there be a change in the “official uniform” worn by college safety personnel as stated in Section 8.13.7. This is further explained in this report entitled “SMCCCD Rules and Regulations”.

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II. Executive Summary:

What should the policy of the San Mateo County Community College District, including Skyline College, College of San Mateo, and Canada College, be relative to the responsibilities and expectations of all college safety personnel in relation to the use of force? And what type of force options should be authorized by a standardized approach for all district college safety personnel? The San Mateo County Community College District is composed of three (3) college campuses that have varying degrees of use of force options. These differences create difficulty in attempting to standardize use of force options and minimize the liability exposure of the district and colleges. MPC was contracted to analyze the current status of use of force for the district colleges and make appropriate recommendations regarding the use of force options for the college safety personnel.

III. Background:

To arm or not arm campus safety personnel is a question that has and is plaguing college campuses across the country. Additionally, what is an acceptable use of force by college safety personnel? Are safety personnel expected to respond to calls for service on the college campuses of San Mateo County Community College District and be able to intervene in potentially physically violent circumstances, or are they more service oriented with the expectation of being a “good witness”.

Campus safety is a large topic, and can include everything from the physical safety of the students and faculty, building and property security, and parking enforcement to armed assaults.

The most notable campus violence that captured national attention was at the University of Texas in Austin on August 1, 1966. That is when Charles Witman climbed the Tower of the University of Texas and opened fire with a high-powered rifle and for 90 minutes fired 150 rounds upon unsuspecting students and faculty, killing 14 and wounding 31 before being killed by police officers¹.

Since then, there have been numerous incidents that have captured national attention. More recently, on April 20, 1999, there was the Columbine High School Massacre, with 12 killed, 23 wounded and 2 suicides².

On September 13, 2006 there was 1 killed, 19 wounded and the suspect killed by police at Dawson College³.

On November 14, 2006, safety personnel at UCLA tasered a student three times who refused to identify himself⁴.

¹ Gary Lavergne, The Legacy of the Texas Tower Sniper, (The Chronicle: Daily news: 04/18/2007) The Chronicle of Higher Education, Today's News, <http://chronicle.com/free/2007/04/2007041810n.htm>.

² Wikipedia, the free encyclopedia, Columbine High School massacre, http://en.wikipedia.org/wiki/Columbine_High_School_massacre.

³ CNN.com, Police: Gunman killed after college shooting, <http://www.cnn.com/2006/WORLD/americas/09/13/montreal.shooting/index.html>.

On April 16, 2007 there were 32 killed, 17 wounded and 1 suicide at Virginia Polytechnic Institute and State University⁵.

On February 8, 2008 there were 2 killed and 1 suicide at Louisiana Technical College⁶.

On February 14, 2008 there were 5 killed, 18 wounded and 1 suicide at Northern Illinois University⁷.

On March 27, 2008 a Contra Costa Community College District Police Aide was shot by a suspected burglar on the campus⁸.

The purpose of this listing of incidents is not to inflame the consciousness, but rather to demonstrate that violent acts can occur anywhere, at anytime. Is it possible to prepare for every eventuality of violence that could occur on campuses? The answer is quite simply, no. Law Enforcement agencies implemented “Active Shooter Courses” after the Columbine massacre. All San Mateo County Law Enforcement Agencies conducted training sessions to standardize the approach to dealing with such scenarios by all law enforcement personnel in the county. This type of law enforcement response allows for mutual aid ability. Furthermore, law enforcement maintains tactical training and equipment that helps to address such incidents.

So what is the role of campus security in such cases? In fact, this raises the question “what is the expectation of campus safety personnel in keeping campuses safe”? For example, if there were a physical confrontation on campus, would a responding safety employee be expected to physically intervene, or attempt to verbally intervene while also calling for local law enforcement assistance, and being a witness for follow-up actions? This also raises additional questions. Are there sufficient college safety employees on-duty to provide support/assistance for each other in such instances? Are college safety employees trained for such physical intervention? If they have this type of necessary training, are they trained in the use of non-lethal equipment that may be deployed in such circumstances? What are the liabilities associated with such intervention? What is the potential for college safety personnel becoming injured and temporary or permanent disability? How difficult is it to hire and train college safety personnel? Are all college safety personnel of the San Mateo Community College District campuses trained for responses to physical altercations and aggressive, uncooperative subjects? Is there an ability to pull college safety personnel from any of the campuses in the San Mateo District and have them perform like duties at any of the other two campuses? What are the expectations of the college administrations to be able utilize safety personnel from the other campuses for special functions?

⁴ The Daily Bruin, Report examines use of force,
http://dailybruin.com/news/2007/aug/06/report_examines_use_force/ .

⁵ Wikipedia, the free encyclopedia, Virginia Tech massacre, http://wikipedia.org/wiki/Virginia_Tech_massacre .

⁶ The Chronicle of Higher Education, 3 Dead in Shooting at Louisiana Technical College in Baton Rouge,
<http://chronicle.com/news/article/3904/3-dead-in-shooting-at-louisiana-technical-college-in-baton-rouge> .

⁷ Wikipedia, the free encyclopedia, Northern Illinois University shooting,
http://en.wikipedia.org/wiki/Northern_Illinois_University_shooting .

⁸ Contra Costa Times, Police seek parolee in Contra Costa College shooting,
http://www.contracostatimes.com/ci_8713819?nclick_check=1 .

All of these questions, and more, have been taken into consideration in attempting to develop a recommendation to address the issue of use of force on the SMCCC District campuses. An analysis was conducted by MPC to ascertain the expectations and abilities of these personnel on each campus and then compare those to a district-wide approach. The recommendations in this report are the result. It is the opinion of MPC that the potential ability to utilize college safety personnel throughout the district is a benefit that is not currently utilized. Additionally, there are vast differences in the abilities and expectations of the college safety personnel from campus to campus. These differences include the type, amount, and frequency of training that these personnel receive.

Comparisons

In evaluating the current status and abilities of the SMCCCD college safety programs, a comparative analysis was done to determine what is being done on other college campuses. Large colleges and universities predominantly maintain a police department. The police personnel on these campuses are equipped and trained similarly to municipal police personnel. Features that impact this approach include such things as proximity to municipal police service response, size of the college campus, and student/faculty campus housing or absence of student/faculty housing.

California's State University and University of California systems also utilize this armed police approach. However, the training and equipment is normally less than that of large colleges and universities.

In examining the California Community College Districts, we found that of the seventy-two (72) CCD's (Community College Districts) in California, SMCCCD (San Mateo County Community College District) is the twenty-second (22nd) largest district, in headcount data reported for 2006-2007.⁹

There are eleven (11) community college districts in the region of which SMCCCD is a member. The following charts identify the headcount by district in the region, followed by the type of police/safety service provided by each district.

District in Region	Headcount (2006 – 2007)
Cabrillo	22,645
Chabot – Las Positas	32,826
Contra Costa	58,451
Foothill - DeAnza	73,250
Marin	13,334
Ohlone	18,802
Peralta	51,813
San Francisco	93,877
San Jose - Evergreen	33,637

⁹ California Community Colleges System Office,
<http://www.cccco.edu/SystemOffice/Divisions/TechResearchInfo/MIS/DataMartandReports/tabid/282/Default.aspx>
 x

San Mateo	42,069
West Valley - Mission	38,661

College District	Type of Police/Safety/Security Service
Cabrillo	Contract with Santa Cruz County Sheriff
Chabot – Las Positas	Chabot and Las Positas College Departments of Safety and Security
Contra Costa	Contra Costa CCD Police Department
Foothill – DeAnza	Foothill – DeAnza CCD Police Department
Marin	Marin CCD Police Department
Ohlone	Ohlone College Safety & Security Office*
Peralta	Contracts with Alameda County Sheriff
San Francisco	San Francisco CCD Police Department
San Jose – Evergreen	San Jose – Evergreen CCD Police Department
San Mateo	Security Departments
West Valley – Mission	West Valley – Mission CCD Police Department

*refers crime reporting to local police department

As this indicates, only three (3) of the districts (including San Mateo County) have Safety/Security Departments serving their campuses. Two (2) districts contract with their local Sheriff’s Department for services, and six (6) have their own Police Department.

This data also indicated SMCCCD individual college headcounts as follows:

College	Headcount (2006-2007)
Canada	10,106
College of San Mateo	17,276
Skyline	14,237
Total	42,069

It should be noted that of these eleven (11) districts, both Chabot – Las Positas and Ohlone are smaller in headcount than San Mateo, and are the only other districts in the Region that have Safety/Security Departments. It is our professional opinion that while student population is significant, the individual campus size, proximity to local municipal police service assistance, and types and numbers of calls for service are more closely associated indicators of the need for “safety” rather than “police” presence on each campus. In this particular instance, we believe that a consolidated “Public Safety” approach is best suited for the SMCCCD.

A comparative analysis of crimes reported by SMCCCD college campus indicated the following:

Criminal Offense for 2006	CSM	Skyline	Canada
Murder/Non-negligent manslaughter	0	0	0
Negligent manslaughter	0	0	0
Sex offenses – Forcible	0	0	0
Sex offenses – Non-forcible	0	1	0
Robbery	0	1	0
Aggravated Assault	0	0	0
Burglary	9	24	3
Motor Vehicle Theft	0	2	0
Arson	0	0	0

Criminal Offense for 2005	CSM	Skyline	Canada
Murder/Non-negligent manslaughter	0	0	0
Negligent manslaughter	0	0	0
Sex offenses – Forcible	0	0	0
Sex offenses – Non-forcible	1	0	0
Robbery	0	0	0
Aggravated Assault	0	1	1
Burglary	16	7	16
Motor Vehicle Theft	4	2	0
Arson	0	0	0

Criminal Offense for 2004	CSM	Skyline	Canada
Murder/Non-negligent manslaughter	0	0	0
Negligent manslaughter	0	0	0
Sex offenses – Forcible	0	0	0
Sex offenses – Non-forcible	0	0	0
Robbery	0	0	0
Aggravated Assault	0	1	3
Burglary	15	4	9
Motor Vehicle Theft	3	4	0
Arson	0	0	0

The purpose of the criminal offense analysis for 2004, 2005, and 2006 is to determine the type of criminal offenses occurring on SMCCCD campuses that likely requires municipal police response. The significantly low number of Part 1 offenses reflects the rationale behind the “public safety” approach to services on the campuses. Due to the significant training required for interviewing, evidence collection, case reporting (written), court testimony, and interpersonal skill in dealing with disruptive/uncooperative people, it is our belief that campus safety personnel are better suited for initial response to calls for service of a “service/safety” nature. This type of approach also carries a significantly reduced level of liability on behalf of the colleges and district.

In fact, during this analysis, we found that in the University of California system, only the UC Hastings Law School campus has unarmed officers on their campus, and they have the highest reported incidents of crime of all the UC campuses. The Board of Regents made the determination to have unarmed officers. However, UC Hastings has contracted with San Francisco Police Department to provide one armed officer in uniform to supplement the on-duty unarmed officers of the campus police.

Therefore, after a review of the types of reported criminal offenses for SMCCCD college campuses, it appears that the college safety personnel are primarily engaged in service oriented efforts rather than responding to criminal offenses. Type and amount of training of college safety personnel for SMCCCD appears to support the service approach as well. It would also appear that the SMCCCD college safety personnel refer criminal offense information and response to local police services.

In the IACLEA report of the Virginia Tech Tragedy, it states “In short, sworn officers should be armed. Campus public safety personnel who are provided any defensive weapon should be trained to the standards required for public-sector law enforcement personnel within the political sub-division”.¹⁰ It should be noted that SMCCCD safety personnel are not identified or expected to be “sworn officers”. And that training for SMCCCD safety personnel should be coordinated and documented as a district approach.

SMCCCD Rules and Regulations

Section 8.13.5:

A review of the SMCCCD Rules and Regulations, specifically “Section 8.13.5” indicates that College Presidents may authorize the wearing of firearms by “...Security Officers and contracted officers from outside agencies (either private or governmental)...”. Our analysis indicates that college safety personnel’s response to campus incidents is not expected to be “police” in nature, but rather “safety/witness”, and therefore, the carrying of firearms is not warranted. Furthermore, this same section addresses that any “such authorization” is granted only “...after the officer presents proof of successful completion of firearms training...”. MPC believes that the potential use of deadly force (particularly firearms) carries the highest liability for trained law enforcement officers, and even greater for college safety personnel. In order to maintain and use a firearm, and reduce associated liability, such firearm training is an absolute necessity. Firearm training and proficiency is very specific and continuous, and even if a certified, continuous training program existed, MPC would not recommend such firearm authorization due to the nature of the college safety personnel work, and expectations for their response to on-campus incidents.

Section 8.13.7:

This section addresses the wearing of an “official uniform” by college safety personnel. MPC recommends that uniforms have a less “authoritative” look, and instead take on a visibly softer approach. Therefore, MPC recommends changing from the current uniform to a “polo style” logo shirt, and a jacket with a logo patch that is the same for all three (3) campuses. MPC believes that visibility of the safety personnel is important, however, the purpose of the uniform is to identify the safety personnel during the performance of their

¹⁰ IACLEA, Overview of the Virginia Tech Tragedy and Implications for Campus Safety, April, 18, 2008.

duties and not necessarily take on an officious and authoritative role. Police uniforms take on this purpose, however, safety personnel do not have that same expectation.

Finally, the language in this section should be addressed to avoid confusion. This section indicates that "...other than the prescribed uniform may be authorized by the appropriate administrator when circumstances dictate the need." MPC would recommend that the "appropriate administrator" be identified by title to avoid confusion as to who is actually authorized to grant such deviations in uniform. MPC believes that there could be circumstances that warrant this consideration, however, there is concern about the specificity of who is authorized to make such decisions.

Non-Lethal Equipment

The recommendation by MPC for (1) pepper spray cartridges, and (2) 21" collapsible/expanding batons is made with the "safety" approach in mind. First, both of these types of equipment are designed for use on unruly, uncooperative subjects. Additionally, this equipment if used correctly, can reduce the potential for injury to safety personnel, until the arrival of law enforcement personnel. However, verifiable, certified, and on-going training is also a requirement for the deployment and use of this equipment. Training will be further explained below.

Collapsible/expandable baton:

A 21" collapsible/expandable baton (commonly referred to as an ASP), is recommended due to the inconspicuous nature of the baton when not deployed.¹¹

The ASP Tactical Baton is being adopted by police departments as the non-lethal weapon of choice. The reasons for popularity and use of a collapsible/expandable baton include:

1. Sometimes just expanding the baton will stop an aggressive subject.
2. It is easy to carry and quick to draw out.
3. It has better balance than other impact weapons.
4. There are no sharp edges to ruin clothing or cut the subject.
5. A lower profile means improved public image.
6. It is easily maintained.

The collapsible/expandable baton offers concealability, convenience and low profile image with the reach, controllability, and tactical superiority of a full size baton. Once expanded, the baton will remain securely locked in place until you release it by bringing the tip down on a hard surface.

Pepper spray canisters:

Pepper spray, also known as oleoresin capsicum, OC spray, OC gas, and capsicum spray, is a natural derivative of fruit from plants in the Capsicum genus, including chilies. It is an inflammatory agent unlike tear gas which is an irritant.¹²

¹¹ Tactical batons, <http://www.asp-net.com/batons.html>.

¹² Pepper spray, <http://www.aacornselfdefense.com/pepper-spray.htm>

Pepper spray causes immediate closing of the eyes, runny nose, coughing, and difficulty breathing. The length of the effects depends on the strength of the spray, but the average full effect lasts around thirty to forty-five minutes, with mitigated effects lasting for hours.

Even though tear gas is an efficient means of self defense, it does not have the same inflammation and swelling effects of OC spray. Pepper spray does not degrade over time like tear gas. The effects of pepper spray are involuntary; it affects the mucus membranes of the throat, nose, lungs and sinuses, and the capillaries of the eyes. People under the influence of drugs or with high thresholds of pain will still be affected by pepper spray; it may not hurt them, but they will be unable to stop the involuntary closing of the eyes and difficulty breathing.

A video of a subject being sprayed with pepper spray, and the results can be viewed at http://www.youtube.com/watch?v=gHPb44ze_+U&NR=1 .

Training

Training is one of the most significant issues of liability in law enforcement, safety, and security. Therefore, the use of physical force/defensive equipment, such as pepper spray and the ASP baton, for the purposes of self defense or response to physically aggressive behavior requires verifiable, certified, and on-going training. A huge amount of time is dedicated to law enforcement personnel to enable their response to volatile circumstances they encounter. Likewise, college safety personnel must receive appropriate training to enable them to effectively respond to circumstances they encounter on campus. As previously indicated, there are relatively few criminal incidents occurring on the SMCCCD campuses. However, the potential to encounter aggression on campus is always present. In fact, a recent incident on the College of San Mateo Campus is a reminder that college safety personnel may be involved in a physical altercation at any time while on-duty. In order to limit the liability exposure from response to these types of incidents by college safety personnel, they must be trained and demonstrate an acceptable degree of proficiency in such response. Use of a baton requires training to know how to deploy, when to deploy, what the equipment is capable of, and what not to do with such equipment. Additionally, because of the physical nature of a baton, physical practice is required to demonstrate their proficiency of use.

The same thing holds true for use of pepper spray. Training is a requirement.

Liability for the use of batons or pepper spray, or the physical intervention of college safety personnel in any aggressive incident is significant. Therefore, verifiable, certified, and on-going training and accompanying training records must be performed and maintained to minimize this liability exposure.

The focus of training is to “minimize” liability. Such liability cannot be eliminated. The use of any tactical or self-defense equipment, or the physical intervention in aggressive circumstances by college safety personnel results in a circumstance with a much higher liability concern than that of a “witness”. Therefore, training must be a primary consideration in the deployment and use of any type of tactical or self-defense equipment, or the physical intervention of volatile, aggressive incidents.

Finally, a subsequent recommendation in the area of training would be for all college safety personnel to take a course in “Verbal Judo”. Verbal Judo is a tactical communication training course. The principles and tactics taught enable graduates to use “Presence and Words” to **calm** difficult people who may be under severe emotional or other influences, **redirect** the behavior of hostile people, **diffuse** potentially dangerous situations, perform professionally under all conditions, and **achieve** the desired outcome of the encounter.¹³

¹³ Verbal Judo Institute, <http://verbaljudo.org/> .

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PROJECT REPORT – Phase 1 Public Safety Technology – Recommendation August 28, 2008

The San Mateo County Community College Public Safety Technology is comprised of many different areas of technology that should be able to operate simultaneously at each campus and at a central monitoring point. The following systems that comprise, or should comprise, the District's existing and proposed Public Safety Technology are:

- ACAMS the computerized automatic door locking and unlocking system.
- Building Alarms.
- Open area public address systems.
- Classroom building's hallway public address systems.
- Campus Emergency Telephones.
- Emergency Public Safety Radio Systems.
- Nextel Telephones with radio capabilities.
- Computer networks and the maximum capacity of data transfer.
- Computer Assisted Dispatch.
- Data retention and secure off site data storage.
- Remote Video Cameras with IP capability.
- Video Monitors.
- Wireless movable video cameras.
- Video data retention storage and capability..

I. RECOMMENDATION: Management and Policing Consulting Strongly Recommends Option 2. Option two recommends the San Mateo County Community College District complete the design and installation of the technological systems currently underway. Additionally, it is recommended that SMCCCD complete a service, maintenance, replacement and expansion program as identified that will provide the SMCCCD Department of Public Safety with the technological systems that will enable them to perform the duties and services that are expected of the consolidated department. Furthermore, that the additional new and expanded systems that will become incrementally available during the completion of the phased District-wide remodel and construction project be compatible. To assure compatibility with the proposed District-Wide Department of Public Safety, this option requires that each of

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the technological systems used by Campus Public Safety, at all three individual campuses, be additionally routed to, and be functionally operable at, a central location within the Public Safety Office of the College of San Mateo.

The focus of this option was developed in concert with the assumptions listed in the Consolidation Recommendation Report, as well as, interviews and research to determine the type and amount of the technology that will be available to public safety at the conclusion of the multi-phased construction project. The expense and installation of new and/or expanded technology is understandably accompanied with increased operational expectations. Therefore, in relation to these increased operational expectations, it is essential that each system be kept in the best possible operating condition, to meet and hopefully exceed those expectations.

MPC recommends that the District expand the interoperability capabilities of the District Wide Data Network. This expansion is necessary to accommodate the increased demands of the new and/or improved technology, and the increased data requirements that video monitoring and data preservation demand. In phase one of the construction project, which is soon to be completed, the District will have installed 81 video cameras among the three campuses. The costs associated with this option only cover the items installed, or that are scheduled to be installed in 2008. As the construction projects near conclusion, the amount of technology and the data exchange which will connect the campuses will increase significantly. As an example, using existing diagrams and construction projections, the number of specified video cameras to be recorded and monitored District wide are expected to increase to over 300 cameras. The data band-width necessary to monitor the 81 initial video cameras will surpass or stress the ability of the current District Data Network during peak times. This, in addition to the 270 percent increase of the network data generated when the remaining cameras come on line, demands that the District re-engineer and expand its intra-district data transfer capability to accommodate the additional load without negatively impacting the diverse and vital instruction, messaging, and clerical programs the network was originally designed to operate. MPC concurs with the recommendations of the District Facilities and Information Technology Departments that the increased technological demands and the data demands of an expanding video recording and monitoring system require a separate Public Safety Network. This is essential to accommodate the ever-increasing demand for data band-width necessitated by this technology.

The District has elected to take a reactive approach with the video data that will be received. Physical twenty-four hour monitoring of the video data received is prohibitively expensive, due to personnel costs. Therefore, the District intends to utilize the captured data, by storage for later retrieval of desired video data in relation to an incident. This requires that the recorded video data be retained by each campus for sufficient time to retrieve such data of incidents that have occurred or have been alleged to occur. The District video monitoring system must have sufficient data storage capability, on each campus, to store video images and data for later viewing or retrieval. Video data should be maintained in compliance with District Policy.

In agreement with the district technology and maintenance representatives, two additional employees will be necessary to provide service, maintenance, and the ability

to replace and expand the technology after phase one. One of the employees will be in the District Information Technology Department, and the other employee will be in the District Facilities Department. These employees will facilitate the maintenance and repair as well as monitor the installation and compatibility of the additional systems as each new or remodeled building comes on line. The cost of these additional personnel with benefits is \$94,500 per position per year.

The Department of Public Safety Office for each campus will periodically physically monitor various campus cameras to observe potential trouble spots or to assist Public Safety Operations. The College of San Mateo's District Department of Public Safety will have the ability to monitor any camera within the District and periodically monitor the video cameras during evening and weekends when District security personnel are shared between campuses.

Cost:

One time cost:

- The majority of the one-time costs have been projected and included in the construction and wiring contracts associated with the phased construction project. The additional networking costs to expand the data transfer capacity can only be determined by having the Districts IT Department and/or trusted vendors analyzing the operation of the technology associated with phase one, when it is completed, and the technology is operating to capacity. This analysis, combined with the operational plans for the additional technology, will allow the design and cost projection necessary to effectively complete the process.

Annual on-going costs:

- **\$94,500** - The cost of a District Information Technology employee to administer and manage Computer Network.
- **\$94,500** - The cost of a District Facilities employee to trouble shoot, maintain, replace, clean, relocate and manage 81 Video cameras and the necessary monitors through-out the District.
- The following annual costs can only be determined when the equipment and operating systems are selected. As the construction progresses, and presently unidentified technological options become available, annual cost decisions can be made to establish precise annual costs for all the anticipated technology and the associated network costs for data transfer and storage.
 1. An annual depreciation account to fund the replacement costs of the various components of the technological systems.
 2. Equipment maintenance contracts for the various District systems.
 3. Mandated software up-date costs.

4. Contract Cost for video camera and monitor maintenance.

II. Options:

Option 1: Option 1 is effectively doing nothing and simply accepting the 81 cameras already installed or scheduled to be installed. The video cameras would only be monitored and recorded at the campus where the camera is located. The data from the images would be stored at that same campus. This option would not have a centralized location for video recording and monitoring. All technology and data capture and storage would be at each individual campus.

This option would still require one employee from the District Facilities Department to maintain the cameras and facilitate the additional cameras that would arrive after the construction phases conclude.

Costs:

One time costs:

All one time costs have been included in the construction and remodel contracts.

Annual Cost:

\$94,500 The cost of a district Facilities employee to trouble shoot, maintain, replace, clean, relocate and manage 81 Video cameras and the necessary monitors through-out the District.

Option 2: Management and Policing Consulting Strongly Recommends Option 2. This Option is thoroughly described under “Recommendation” at the beginning of this report. Additional justifying information is included below in the “Background and Analysis” portion of this report.

III. Background and Analysis:

- A. MPC recommends that as part of the recommended consolidation of the San Mateo County Community College District’s Public Safety Departments into one District Department of Public Safety, the District adopt a consolidated and centralized approach to Public Safety Technology.
- B. To assure compatibility with the proposed District Wide Department of Public Safety, option 2 requires that each of the technological systems used by Campus Public Safety, at all three individual campuses, be routed to and functionally operable at a central location within the Public Safety Office of the College of San Mateo.

- C. This consolidated approach should be functionally managed by the District Director of Public Safety in close collaboration with the District Information Technology Department, The District Network Administrators, and the District Facilities Department.
- D. The District Director of Public Safety's functional management responsibilities, in the tasks associated with public safety technology, should include but not be limited to the following areas:
- Initial and ongoing training of personnel assigned to work with the various technologies.
 - Developing and updating the various technology related policy and procedures.
 - Active participation in system design and development of existing Public Safety technology and new technologies being implemented for the District.
 - Budgeting for procurement of new and replacement public safety technological equipment through specific budget requests and annual depreciation and replacement accounting.
 - Monitor software update requirements and mandated annual system support and maintenance requirements.
 - Audit and evaluate the various technologies and the ability of those systems to perform or deliver information to the capability described and assured in the vendor's contract.
 - Monitor personnel training needs and training delivery for public safety personnel in relation to this technology.
- E. Option 2 recommends that the data storage capabilities must be expandable to accommodate future additional video camera locations; additional data retention mandated by law, District risk management requests, and for specific planned events.
- F. Management and Policing Consulting recommends that the District assure that each Campus Public Safety Department be similarly equipped with technology to allow video monitoring and information retrieval from each campus. Each campus will monitor video signals in accordance with District-wide video monitoring policy and procedures.

Other Considerations:

The District should continue to design and implement San Mateo County Community College District Public Safety Technological Systems for the future possibility of expansion. When additions and upgrades are eventually required they can then be accomplished with minimal networking, materials, hardware, and labor costs.

The various Public Safety Technological Systems being implemented have the potential to allow Public Safety Officers to operate much more productively. When the various technological systems are coordinated and governed with specific policies and

procedures to assure uniform application the efficiency and productivity of Public Safety will increase.

The San Mateo County Community College District has been undergoing a prolonged, massive district-wide construction and retrofitting project. During this ongoing and phased project, many large individual contracts for a variety of services, have been and are being separately negotiated by the District Facilities Department's Project Managers. Many of the contracts specifying the aspects of construction of the new buildings, and the remodeling and retrofitting of each of the existing buildings, on each campus, require specific technologies and electrical requirements as part of construction contracts. An important component, but not the central focus, of this District-wide campus expansion program is the inclusion of Public Safety Technology into the new construction and into the retrofitting and remodeling of existing buildings. Public Safety Technology has been and needs to be considered and coordinated by a collaborative effort of the District's Public Safety Department, Information Technology and Network Administration Departments for each negotiated contract. The focus on technology needs to be expanded to carefully coordinate the uniformity of technologies on each campus to assure District-wide compatibility. Compatible District-wide technology will allow the systems used by Public Safety to have the ability to be centralized at one location for the purpose of District-wide operation and monitoring at one location during times when the campuses are closed and District public safety personnel are limited. The collaboration and dedication of the many District personnel involved will greatly enhance the capabilities of District Public Safety Officers to provide safety and security to the faculty, staff and students of each of the District's campuses.

Each of the various aspects of Public Safety Technology needs to have built in District wide compatibility and built in redundancy to meet the increased demands and needs that can be experienced during various potential emergencies and unexpected disasters. The various Public Safety Technology Systems need to be evaluated to assure that maximum use during emergency situations do not negatively exceed the overall capabilities of other shared campus and District systems deteriorating the performance expectations of other campus or District functions not related to Public Safety.

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PROJECT REPORT – Phase 1 Public Safety Parking Control/Traffic Enforcement – Recommendation August 28, 2008

RECOMMENDATION: Management and Policing Consulting Strongly Recommends Option 3. Option three is a District-wide coordinated, progressive and managed approach to parking and traffic enforcement with emphasis on increased revenue and constant enforcement. This option includes the addition of four part-time Traffic Aids used District -wide for parking enforcement during day and evening classes. The Traffic Aids will be used exclusively to augment the parking control currently being conducted by District Public Safety Officers. The goals are to enhance the revenue derived from balanced District-wide parking control and enforcement, and gain compliance from those who park on the campuses. The comprehensive expanded justification for **Option 3 begins on page seven of this report.**

Cost:

One Time Cost: Total: \$40,000
\$40,000 for purchase and set up of 7 hand-held traffic citation devices as well as the computers and software on each campus that are necessary to operate the devices.

Annual Cost: Total: \$158,008
\$73,600 for District-wide hourly Traffic Enforcement
\$80,408 for the cost of 4 part-time Traffic Aids (19 Hours a week for 46 weeks) to augment parking control throughout the District.
\$4,000 for the cost of Hand-held citation devices annual maintenance and software upgrades. This cost begins one year after the purchase of the devices.

Increased Revenue: Total: \$312,200
\$262,200 in additional revenue generated yearly from citations issued by Traffic Aids during peak times when augmenting Public Safety Officers.
\$50,000 in revenue generated yearly by increasing the parking citation bail from twenty-five dollars to thirty dollars per citation.

The categories listed below should generate additional revenue or reduce existing expenses that would result in additional income. The exact increases can only be determined by calculating the revenues and evaluating the expenses after the plan has been implemented.

- **Increased enforcement activity** by each Public Safety employee will increase citations issued and revenue generated. This District-wide change in productivity will be caused by technology, supervision and accountability. The District-wide approach to Public Safety combined with the resulting management and supervision will assure consistent and fair enforcement.
- **The Interoperability of District Public Safety Officers and Traffic Aids.** The ability to share Public Safety Employees among the various campuses for enforcement activities will allow additional parking enforcement during busy times. This will increase the number of citations issued and the revenue received.
- **Student purchase of permits and daily passes** will increase because of the certainty of effective enforcement.
- **Metered parking** combined with consistent enforcement will assure increased revenue from metered parking as well as additional citations issued.
- **Additional Metered Locations** as the District reconfigures it's campuses, the opportunities for additional metered locations should be promptly explored and developed as an income source to offset the costs associated with maintaining parking lots.
- **Printing Costs:** Printing the approximately 10,000 parking citations used yearly by the district is expensive. Hand-held traffic citation devices print the citations at the time of the citation and store the information electronically which eliminates the need for printing full citations. The printing costs will be reduced should the district move to hand-held devices as this option suggests.

I. OPTIONS :

OPTION 1: Parking Control and Traffic Enforcement - No Change

Cost = No Additional Cost

Revenue = Unknown

- A. This option continues the use of available Campus Public Safety Officers to enforce parking violations with no additional staff to increase productivity at any of the District Campuses.

- B. Parking control and enforcement ensures parking compliance and available parking spaces for faculty, staff, students and visitors. This enforcement produces a significant revenue source that provides a constant cash flow for the District. Managed parking control and increased productivity could increase the revenue from citations and encourage students to purchase parking permits to avoid the guaranteed traffic citation for unlawful parking. This option is merely continuing the existing approach to parking control as practiced on each campus of the San Mateo County Community College District.

- C. In this option traffic enforcement of moving violations, on all three of the San Mateo County Community College District's campuses, will continue to remain almost non-existent. Campus Public Safety Officers are not active Sworn Peace Officers as outlined within the California Penal Code. Campus Public Safety Officers are limited by law from making traffic stops. Other than creative methods on extreme violators, handled by Campus Public Safety in conjunction with Student Services, moving vehicle traffic enforcement will remain unmanaged. If continued this could potentially present an issue of liability for the District.

OPTION 2: District-wide managed parking control with encouraged enforcement, additional technology, and minimal traffic enforcement. This option does not include additional personnel for parking control.

Cost:

One Time Costs: Total Cost \$15,000

\$15,000 to purchase, on a trial basis, two hand-held traffic citation devices and charging units, as well as the necessary hardware and software to download and transfer the data.

Annual Cost: Total Costs: \$38,500

\$37,000 Yearly (for minimal contractual Traffic Officers)
\$1,500 Yearly for maintenance and software upgrades to hand held traffic citation devices and the hardware and software associated with it.

Revenue : **\$50,000** annually by increasing citation bail by \$5.00 per citation in addition to the projected increase in citations issued, and additional permits purchased on each campus. The increase in revenue would be due to the likely increase in citations, and by the efficiencies realized when using hand-held traffic citation devices.

- A. At a yearly expenditure of approximately **\$37,000**, the San Mateo County Community College District could contract with the local law enforcement agencies, that maintain jurisdiction for their respective campus, to provide traffic enforcement for moving vehicle violations that occur on the District Campus's. The contracted Traffic Officers would work on an hourly basis to perform minimum traffic enforcement at each of the District campuses during day and evening class times. The use of a Traffic Officer will cost approximately \$100 an hour. For the amount of \$37,000, Traffic Officers would spend two hours per week for Skyline and Cañada Colleges and four hours per-week at College of San Mateo. The College of San Mateo has significantly more traffic and vehicles, and therefore it requires more traffic enforcement time. This enforcement is intended to cover both day and evening classes 46 weeks per year when college is in session. The Traffic Officers would be employed by their respective law enforcement agency, and use their department emergency vehicles; either patrol cars or motorcycles. The Officers will be working within their jurisdictions and completed moving traffic citation revenue would go to the parent agency of the officer's department (the city or county) and as a consequence, any enforcement related liability would not be incurred by the San Mateo Community College District.

Approximate Traffic Enforcement Costs for Option Two

College	Hours Per Week	Hours Per Year	Yearly Cost
Cañada College	2	92	\$9,200
College of San Mateo	4	184	\$18,400
Skyline College	2	92	\$9,200
Total	8	368	\$36,800

- B. The District would approach parking control and enforcement through a centralized San Mateo County Community College District Department of Public Safety. This will assure District control and guarantee that parking control and enforcement is uniformly performed at every District Campus. This enforcement will occur at all hours when faculty, staff, students and visitors are in attendance. District-wide managed parking control and enforcement will assure uniformity of enforcement and capitalize on the ability to share the available District Public Safety Officers from campus to campus, when the need arises. This flexibility assures that sufficient personnel are available to cover the various busy periods at the desired District locations.
- C. It is strongly recommended that the San Mateo County Community College District apply for a five dollar or a 20% bail increase from the State of California for the violation of 21113(a) of the California Vehicle Code. The violation 21113(a) (No permit or expired permit in a permit lot) amounts to approximately 95% of all parking citations issued District-wide. This will increase the bail amount from twenty-five dollars to thirty dollars per citation. The \$25 bail has not been increased and is due for an increase. The citation bail is intended to offset costs associated with lot cleaning, painting, repair, lighting and security. Increasing the bail to \$30 would generate

approximately \$50,000 a year District-wide from the approximate 10,000 citations currently issued per year.

- D. Aggressive and consistent monitoring of all metered parking spaces on each campus for day and evening parking will increase revenues. Consistent enforcement of metered parking will assure those with expired time are promptly cited for the purpose of leaving metered spaces open for those who intend to pay for parking. Frequent monitoring and the issuance of citations to violators will result in certain revenue from the meters and revenue from bail received from the citations issued. Analysis indicates the revenue received from the Cañada College metered parking spaces is well below the expected revenue. The reduced revenue can be caused by two factors; either the students are not using the designated metered spaces, or, there is lack of enforcement for metered parking. If the students are not using metered parking, the reason should be determined and the meters should be potentially removed or relocated .
- E. At a one-time cost of \$15,000 (for purchase, training and a one year maintenance contract), MPC recommends that the District, on a trial bases, purchase two computerized hand-held citation issuing devices. In addition, the District must purchase the hardware and software necessary to download the information and to transfer it to Turbo Data. Turbo Data is currently the firm used by the District to manage the parking citation appeal and bail process. District parking enforcement will be further enhanced by computerizing the citation process with hand-held automatic citation devices.



Computerized citations have been demonstrated to accomplish the following things:

1. The device's software has built-in error recognition, which greatly minimizes the incidents of human error or missed information associated with hand-written citations.
2. The hand-held citation process allows the automatic downloading of data and the paperless storage of citation records.
3. The data generated can be organized to facilitate management and supervision of the parking control function by ensuring accountability and efficiency.
4. The parking enforcement data that is generated allows timely and easy analysis of that data.
5. The devices stimulate the issuance of additional citations by reducing the time it takes to issue a citation.
6. The associated software is designed to be tailored to individual entities and to incorporate workload imperatives and mandatory requirements.

Appendix A of this document includes a promotional brochure for Auto-Cite that is attached to this report as an example of a hand-held citation device and associated hardware and software designed to automate the enforcement process. The document in Appendix D gives some idea of the technology available to enhance the enforcement associated with parking control. The device described is the type that is compatible with the software currently used by Turbo Data. Turbo Data is the firm used by the District to perform the procedures associated with bail collection and the appeal process generated by the citations issued. Turbo Data's experience with over 50 Police and

College Departments that contract with them for similar services, has been that the organizations utilizing hand-held citation devices experience an increase in efficiency as well as an increase in the number of citations issued.

Revenue considerations concerning hand-held citation devices: MPC's analysis determined that the San Mateo Community College District issues, on average , approximately 10,000 parking citations per year. If the hand-held devices enabled the issuance of an additional 20% of yearly citations which is 2,000 additional citations, this would be an increase of \$60,000 in District Revenue from bail. (the proposed increased bail rate of \$30 per citation was used to determine this total). This potential revenue was not included in the additional revenue portion of the recommendation because until experienced it is an unsubstantiated estimate

Appendix B of this document contains a comprehensive comparison of the District's parking citations and bail revenue which was compiled by Management and Policing Consulting. The comparison covers the activity from January 2006 through May 2008. The information is provided to give an illustration and comparison of the traffic enforcement and bail generated at each of the Districts' campuses for the same time period. That comparison is the source for the numbers and opinions included within this report.

The maintenance, training and software upgrade costs for the first year of the hand-held citation system is included in the quote. The future annual costs for maintenance, training and software upgrades would be approximately \$4,000 dollars per year.

The data used to determine the pricing and maintenance was a ball park quote from Turbo Data, the vendor currently used by the District. In addition to providing parking citation and bail management, Turbo Data sells and maintains hand-held citation devices. Understandably, Turbo Data only provides hand-held devices and software that are compatible with the software they currently use to administer the District's parking citation and bail system. Ball Park quotes tend to be higher than the actual quotes when a competitive bid process is utilized.

OPTION 3: Management and Policing Consulting Strongly Recommends Option 3. This option provides for the greatest flexibility and potential revenue associated with parking enforcement. A summary of associated costs for Option 3 is included under Recommendations beginning on page one of this document.

Management and Policing Consulting makes the following specific recommendation based upon our interviews, analysis and experience concerning the area of Parking and Traffic control and management at the San Mateo County Community College District . Option three is a District-wide coordinated, progressive and managed approach to parking and traffic enforcement with emphasis on increased revenue and consistent enforcement. This option includes the addition of four part-time Traffic Aids used for day and evening classes. The Traffic Aids will be used exclusively to augment the parking control currently being conducted by District Public Safety Officers. The goal is to manage District-wide parking control and

enforcement with a fair and consistent approach. The complete justification is listed below under Option Three.

- A. MPC recommends that at a yearly cost of **\$73,600** dollars, the San Mateo Community College District contract with the local Law Enforcement agencies, that hold jurisdiction for each campus to provide traffic enforcement on moving vehicle violations that occur on the District campus's. The contracted Traffic Officers will work on an hourly basis to conduct minimal traffic enforcement at each of the District campuses during day and evening class times. A Traffic Officer will cost approximately \$100 an hour. For the amount of \$73,600 Traffic Officers would spend four hours per week at each Skyline and Cañada College and eight hours per-week at the College of San Mateo. Because the College of San Mateo has significantly more traffic and vehicles it requires more traffic enforcement time. This enforcement is intended to cover both day and evening classes, 46 weeks per year, when College is in session. The Traffic Officers would be employed by their respective Law Enforcement agency using department emergency vehicles; either patrol cars or motorcycles. The Officers will be working within their jurisdictions and completed moving traffic citation revenue would go to the parent agency of the officer's department (the city or county), and as a consequence, any enforcement related liability would not be incurred by the San Mateo Community College District.

Approximate Traffic Enforcement Costs for Option Three

College	Hours Per Week	Hours Per Year	Yearly Cost
Cañada College	4	184	\$18,400
College of San Mateo	8	368	\$36,800
Skyline College	4	184	\$18,400
Total	16	736	\$73,600

- B. The District would approach parking control and enforcement through a centralized San Mateo County Community College District Department of Public Safety. This will assure District control and guarantee that parking control and enforcement is uniformly performed at every District Campus. This enforcement will occur at all hours when faculty, staff, students and visitors are in attendance. District-wide managed parking control and enforcement will assure uniformity of enforcement and capitalize on the ability to share the available District Public Safety Officers from campus to campus, when the need arises. This flexibility assures that sufficient personnel are available to cover the various busy periods at the designated District locations.
- C. It is strongly recommended that the San Mateo County Community College District apply for a five dollar or a 20% bail increase from the State of California for the violation of 21113(a) of the California Vehicle Code. The violation 21113(a) (No

permit or expired permit in a permit lot) amounts to approximately 95% of all parking citations issued District-wide. This will increase the bail amount from twenty-five dollars to thirty dollars per citation. The \$25 bail has not been increased and is due for an increase. The citation bail is intended to offset costs associated with lot cleaning, painting, repair, lighting and security. Increasing the bail to \$30 would generate approximately **\$50,000** a year District-wide from the approximate 10,000 citations currently issued per year.

- D. At a one-time cost of \$40,000 (for purchase, training and a one year maintenance contract) MPC recommends that the District purchase seven computerized hand-held citation issuing devices, along with the computers and software necessary to download the information and to transfer it to Turbo Data (the firm used by the District to manage the parking citation appeal and bail process. The parking enforcement effort will be further enhanced by computerizing the citation process with hand-held automatic citation devices used by the employees issuing citations.



- The handheld citation process allows the automatic downloading of data and paperless storage of citation records.
- The software minimizes the possibility of human error while significantly reducing the time required to issue citations.
- Turbo Data's experience with over 50 Police and College Departments has been that the organizations utilizing hand-held citation devices experience an increase in efficiency as well as an increase in the number of citations issued.
- This streamlined process will ensure accountability and efficiency, and the computerized data facilitates timely and easy analysis of the parking enforcement data.
- The software is designed to be tailored to individual entities to incorporate workload imperatives and mandatory requirements.
- The device software has built-in error recognition which greatly minimizes the incidents of human error or missed information.

MPC's analysis determined that the San Mateo Community College District issues, on average, approximately 10,000 parking citations per year. If the hand-held devices enabled the issuance of an additional 20% of yearly citations which is 2,000 additional citations, this would be an increase of \$60,000 in District revenue from bail (the proposed increased bail rate of \$30 per citation was used to determine this total). This potential revenue was not included in the additional revenue portion of the recommendation because until experienced it is an unsubstantiated estimate.

The maintenance, training, and software upgrade costs for the first year are included in the quote. The future annual costs for maintenance, training and software upgrades are expected to be approximately \$4,000 per year.

The data used to determine the pricing and maintenance was a ball park quote from Turbo Data, the vendor currently used by the District. In addition to providing parking citation and bail management, Turbo Data sells and maintains hand-held citation devices. Understandably, Turbo Data only provides hand-held devices and software

that is compatible with the software they currently use to administer the District's parking citation and bail system. Ball Park quotes tend to be higher than the actual quotes when a competitive bid process is utilized. A promotional brochure for Auto-Cite is attached to this report as an example.

Appendix B of this document contains a comprehensive comparison of the Districts parking citations and bail revenue which was compiled by Management and Policing Consulting. The comparison covers the activity from January 2006 through May 2008. The information is provided to give an illustration and comparison of the traffic enforcement and corresponding bail generated at each of the Districts' campuses for the same time period. That comparison is the source for the estimates and opinions included within this report.

- E. MPC strongly recommends that the District consider augmenting parking enforcement for violations including violations of parking permits, no daily permits, parking in a staff lot, and/or having an expired parking meter, to a team of part-time Traffic Aids. These non-safety positions could be filled by part time employees possibly students at a much lower salary and funded by increased revenues (estimated at \$23 dollars an hour; each working 19 hours per week, 46 weeks per year; during times when college is in session. This would allow Public Safety Officers more time to interact with the campus community and perform more specialized duties as well as parking enforcement. Public Safety Officers will continue to issue citations and warnings for all observed parking in handicapped spaces, parking in red or bus zones, as well as permit violations. This type of enforcement activity should be conducted continuously.

MPC has determined that the busy periods when the most violations occur, and the most citations can be issued, occurs when the Public Safety Officers receive the most calls for service taking them from the parking lots. Traffic Aids would be scheduled during these hours to augment and improve parking enforcement. The exact or average number of citations per hour Traffic Aids could generate is dependent on many factors. Traffic Aids will always be subject to reassignment off parking control to perform other duties. Traffic Aids could be assigned to traffic control, assisting Public Safety Officers or special assignments. Predicting the number of citations that the Traffic Aids would issue is complicated to foresee and needs to be determined after cautious scrutiny of the first several months of the program in actual operation. For the purpose of an example this recommendation assumes each Traffic Aid would issue three parking citations per hour. This extremely conservative number of citations is a very attainable objective. This improved and certain enforcement will result in more students purchasing parking permits and consequently fewer parking violations will occur. Encouraging most students to purchase parking permits and reducing the number of actual parking violations occurring must always be the intended goal of the District's parking enforcement program. The Traffic Aid's parking control and enforcement efforts are intended to augment, not replace, the citations issued by Public Safety Officers.

Understanding that the numbers used in this example are estimates and the actual experienced numbers could be plus or minus ten percent. Using three citations per hour for each Traffic Aid as a standard, the following yearly results would occur. The four Traffic Aids combined would work **3,496** hours per year and using the three citation per

hour formula, the Traffic Aids could potentially issue 10,488 additional citations per year. These citations would be in addition to the approximately 10,000 average citations currently issued per year by District Public Safety Officers. The 10,488 added citations issued would produce approximately **\$262,200** in bail which would then be additional revenue to the District.

The Traffic Aids would only work **19** hour per week qualifying them as part-time non benefited employees and the total hours worked per year for each Aid would be **874** hours a year. The District rate for a Traffic Aid is approximately twenty-three dollars per hour. Each Aid would earn **\$20,102** dollars per year for a total cost of the Traffic Aid Program being **\$80,408** per year for the District.

- F. The San Mateo County Community College District Public Safety Department must aggressively and consistently monitor all metered parking spaces on each campus for day and evening parking. Consistent District-wide enforcement of metered parking will assure that those with expired time on the meters are consistently and promptly cited for the purpose of leaving metered spaces open for those who pay. Frequent monitoring and issuance of citations to violators will result in assured revenue from the meters and bail from the citations issued. Analysis indicates the revenue received from the Cañada College metered parking spaces is well below the expected revenue. The reduced revenue can be caused by two factors; either the students are not using the designated metered spaces, or, there is lack of enforcement for metered parking. If the students are not using metered parking, the reason should be determined and the meters should be potentially removed or relocated .
- G. During the construction and remodeling project the District should analyze the changing locations with close proximity to campus functions which demand short term parking solutions and have frequent vehicle turn-over. Consideration should be given to the spaces in lots with close proximity to areas necessary for short term parking. A meter for **44** spaces cost approximately **\$10,000** for the purchase and the installation. The College of San Mateo's experience when the last **44** space metered parking was installed was that the revenue derived from those using the spaces, paid for the cost and installation of the meters in 50 days. Those spaces have continued to produce revenue at that rate. Installation of appropriate and additional metered parking will bring further revenue to the District for parking as well as added revenue for the bail associated with the citations issued for expired meters at those spaces.
- H. It is recommended that semester parking permits, daily parking permits and parking meters be enforced frequently and consistently on all campuses by District Policy. This enforcement must be uniform and occur during the hours when visitors, faculty, staff and students are present on the campuses. This enforcement must be managed by The District Director of Public Safety and supervised on each campus by the Campus Public Safety Commander. Analysis has determined more vehicles are being driven to campus by students as evidenced by College of San Mateo having to print additional parking permits mid-year to accommodate the unanticipated increased demand.

Consistent enforcement has not been the case District-wide and consequently the revenue from parking permits is much lower than the potential indicates it should be.

Aggressive enforcement combined with information and uniform policies will significantly increase the number of permits purchased by day and evening students at each campus. The District Finance Department has made a commendable effort to control and centralized the issuance and collection of parking permit fees. The analysis conducted by Management and Policing Consulting anticipates that with the above described and encouraged enforcement efforts, the revenue from parking permits, and the number of semester parking permits and day permits purchased could increase by **15% to 20%**. Using the **2007** yearly revenue resulting from semester parking permits issued in budget account number 8877, and for daily parking permits issued in budget account number 8877D combined, is \$ **888,031** a **15%** increase would realize an annual additional \$**103,205** in District parking revenue. The data used to determine the above amounts was from the San Mateo County Community College District, Organizational Budget status report Period Ending Jan. 31, 2008 as of July 18, 2008. For further information please consult **Appendix B** of this report. The information is in the SMCCCD Parking Revenue Comparison Chart. This potential revenue was not included in the additional revenue portion of the recommendation because until experienced it is an unsubstantiated estimate.

- I. Parking Control within the San Mateo County Community College District has been effectively centralized for the purposes of the budget, administration, revenue functions through the District Financial Services Department and a private vendor for data processing and appeals. Management and supervision of the parking control function needs to be directed by a current, comprehensive and interoperable policy with procedures specific to logistics of each campus. The parking control and enforcement function and the controlling policy and procedures must be administrated by The San Mateo County Community College District Chief of Public Safety. The program, the policy, and the procedures need to be encouraged and enforced by the Campus Commander, and supervised by the Lead Public Safety Officers. This will guarantee that parking control will be developed and administrated with a District-wide focus to ensure parking control is accomplished fairly, uniformly, and efficiently on each District Campus.
- J. District-wide parking control procedures should contain a stipulation that allows each College President the authority to suspend parking enforcement during certain periods, and the ability to void citations that they feel were inappropriately issued. The district currently has a very efficient and reasonable parking appeal process through the private vendor used to administratively process parking citations. The process of rescinding citations should be used very sparingly in order to avoid creating an additional administrative workload.
- K. MPC recommends that each campus select a seldom used remote parking lot to provide a location where no permit is required and students are allowed to park for free. The free lots would have signage and enforcement for restricted parking from 11:00 PM until 7:00 AM to discourage vehicle storage. This allows for consideration for financially restricted student parking, and for parking for those that chose to walk further to class rather than pay for parking. This further encourages student population rather than potentially reducing it, due to parking enforcement.

II. Background:

The San Mateo County Community College District indicated a desire to analyze parking control and traffic enforcement on all of the Districts Campuses. Parking control and the resulting permit and citation process represents a revenue source for the District. However, the revenue from parking control and traffic enforcement should not be the primary purpose of parking control. Parking control on each campus of the San Mateo Community College District should be consistent and fair, with the same policies and strategies for each campus. Parking enforcement is a responsibility of Campus Public Safety and should be accomplished by employees who are competently trained to conduct enforcement on any of the District Campuses under the direction of the District Director of Public Safety using District parking control policies and procedures.

The San Mateo County Community College District by tradition has left the parking enforcement to each individual campus and as a consequence the enforcement has been inconsistent. Statistical information, now accessible from the District Financial Services Department and the private vendor conducting the citation and hearing management processes, reveals some distinct differences in the level of enforcement at each of the District campuses. Frequent analysis of parking control enforcement and revenue received allows efficient, consistent and productive supervision and direction of the parking control function.

Appendix A

Hand-held Citation Device Brochure

Appendix B

San Mateo County Community College District Parking Revenue Comparison Chart Summary

Parking Control and Analysis Citations Issued Summary

REINOCITE

AutoCITE



X3

**reino
AutoCITE X3**

*built to last,
designed to evolve*



Reliable, field-proven and robust

The reliable, field-proven and robust AutoCITE X3 can withstand the rigours of all weather conditions and physically demanding environments.

Unlike a standard PDA, the AutoCITE X3 can operate in harsh environmental conditions without the need to rely on additional, and often cumbersome, protection devices.

The X3 solution is unique within the industry as it is the only solution that was specifically designed for operational electronic infringement issuance. The devices and software systems have been deployed successfully for many years in both the United States and Australia.

All of the features of a standard PDA device and much more



No ongoing individual licence fees

Ergonomic design

The X3 is very light, weighing only 920 grams. The tickets, thermal printer, camera, voice recorder and GPRS are contained within the single unit, making it easy to carry. The AutoCITE X3 has no straight edges, having adopted an ergonomic architectural chassis design. Independent studies have proven that manual handling risks associated with activities relating to the use of the X3 are minimal.



Cost-effective, turnkey solutions

Reino is an integrated equipment designer, manufacturer and service provider, with unrivalled knowledge and local experience. The AutoCITE X3 offers a competitive 'whole of life' solution while concurrently delivering optimum efficiencies and maximum uptime.

The X3 can withstand moisture ingress and multiple drops. It is engineered to withstand the rigors of ongoing operational regulatory use.

Comprehensive warranty and maintenance bundle

The comprehensive X3 Warranty & Maintenance program covers ALL aspects of the hardware and software solution. With no reliance of any third party vendor, every aspect of the solution can be supported and repaired by our local support team. In the event that a device requires servicing or repair, Reino will issue a replacement device to ensure optimum uptime of the solution.



The tickets are effortlessly loaded in the field and come in an easy to carry flat pack.

Backlit screen and keyboard facilitates visibility in all light conditions

The AutoCITE X3 keypad has three adjustable settings for the backlit screen and keyboard operation. Various colour schemes (including wallpapers) and brightness levels are easily adjusted.



Both the illuminated screen and keypad make the AutoCITE X3 highly visible in partial or complete darkness, as well as in strong bright, sunny conditions.

It is easy to cancel and/or re-issue tickets

Infringements that are downloaded from AutoCITE to AutoISSUE can be viewed, voided and reprinted. Re-issuing voids the current ticket and takes you to the 'Ticket Issuance' screen. The fields are populated with the existing data. The Officer can tab through and make necessary corrections and add additional notes.

Operated by the stylus or keypad

Operated and navigation by either the stylus and/or the user-friendly keyboard, the X3 is both OH&S compliant and highly reliable 'out in the field'. If the Officer loses a stylus their capacity to continue operating is not diminished. The touch-screen is useful for Windows Mobile CE navigation and also for drawing diagrams that can be linked directly to infringements.

New lithium ion battery

With the new lithium ion battery, the AutoCITE X3 can operate continuously for more than one hundred hours without backlit illumination. It is capable of seventy-two hours continuous use with printing and twenty-four hours continuous use with regular printing and full illumination.

Optional GPRS technology

The optional GPRS functionality enables access to on-line applications, via wireless technology. GPRS enables Officers to access online applications such as databases and registers.

World leading AutoISSUE software

The AutoCITE X3 solution relies upon the world leading AutoISSUE software application, which incorporates superior security and audit capabilities. AutoISSUE is responsible for all the information that is uploaded to the handheld devices, including any record lists, registers, hot sheets, infringement notice numbers and security profiles, etc. AutoISSUE standard reports are based around common areas of interest, including officers, areas, offences and productivity. AutoISSUE software can be tailored to your workflow imperatives and mandatory requirements.

Attaching contemporaneous data to aid in prosecution

AutoISSUE has the ability to attach photographs, voice recordings, diagrams and additional notes directly to the infringement notice at the time of issue. All images captured by the X3 are date and time embossed to aid in validating prosecution. Multiple images can be attached to any infringement and once uploaded to AutoISSUE cannot be digitally altered.

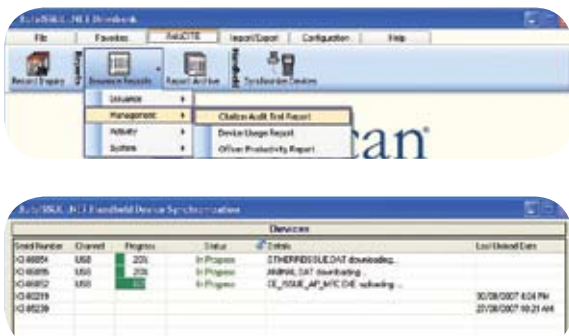
The following photos were taken with the AutoCITE X3



Multiple sound recordings can be attached to an infringement notice. The recording is captured and stored as a 'WAV' file. An additional note can be added after the infringement has been issued if the Officer recalls any additional information that relates to the infringement.

Six-port USB charger and docking station facilitates data transfer

A six-port docking station is used to recharge the X3 device and upload and download relevant information to AutoISSUE.



The AutoISSUE scheduling feature enables you to automate the upload process in network 'down-time'.



Industry leading infringement modules

'Officer Activity Log' software module

The 'Officer Activity Log' software module enables Officers to record assigned jobs for a given period and to detail any actions taken during non-ticket writing periods. This enables improved visibility of Officer movements and activities and assists with the management of resources.

'Local Laws' software module

The AutoCITE X3 solution is the leading issuance device used to issue traffic and parking infringements as well as cautions, but has also been successfully used to manage an array of local law enforcement issues. The optional 'Local Laws' software module is used to issue infringements to individuals who break general local laws, not covered by other modules.

'Asset Management' software module

The 'Asset Management' software module records relevant information about assets. Issue, location, time, date, and general notes about each asset are easily recorded using the AutoCITE X3 device with this module.

'Caution or Warning Tracking' software module

The 'Caution or Warning Tracking' software module allows the Officers to issue automated caution or warning notices as well as infringement notices. Officers are alerted when vehicles have already received a caution notice, and can confidently issue an infringement notice instead.

'Defective Vehicle' software module

The 'Defective Vehicle' software enables the AutoCITE X3 units to issue defective vehicle notices and/or notices to comply.

'Parking & Traffic' software module

The 'Parking & Traffic' software module allows Officers to retrieve 'Warning (Offender) Profiles' and other hotlists. The hotlist feature enables a wide range of warning information to be recorded that facilitates efficient enforcement by Officers on patrol. This module can be used to rapidly identify those vehicles with allocated resident permits or disabled permits.

'Time Limit Mark Mode' software module

The AutoCITE X3 can be used to mark vehicles electronically – this function ensures that the correct times are recorded and, as there is no actual marking on the tyre, the motorist is not aware that they have been marked and cannot disguise or remove the mark.

AutoCITE X3 Technical Data	
CPU	Intel PXA225 X Scale
Tickets	There are 75 blank infringements per pack and the infringement dimension is 80mm x 152mm
Camera	Optional built in VGA Camera
Operating temperature range	The X3 will operate in a temperature range of -21 to +52 degrees. The device can be stored in a range of -30 to +70
Display	320 x 240 pixel ¼ panel QVGA TFT 64000 colour display
Weight	The device weighs 960 grams with the battery and infringement tickets loaded
Printer	Built in thermal printer – scalable fonts
Dimension	232mm x 83mm x 47mm
Keyboard	54 keys consisting of 26 alpha keys, 12 function keys and 4 cursor/edit keys. Hot-keys to initiate the 'contemporaneous' data capture such as voice recording and camera functionality. No shift key entries required. Minimal keystroke entry required to record offence type, make, model, colour streets and notes
Memory (RAM/flash combination)	Max 128Mb RAM – 128Mb ROM
Audio	Optional built-in voice recorder, microphone and speaker
Hotsheet capability	> 10 million
Power	Automatic power-down More than 1-month shelf life with full data retention Up to 16 hours continuous operation Recharging the devices takes 5 to 8 hours
Battery	Lithium Ion battery Low battery indicator User replaceable batteries
Other Features	Top of form sensor OCR (A) printing Signature and diagram capture

Scanner	Optional built-in Infra-Red IrDR Scanner	
GPRS	Optional	
Communication	Serial Port or USB	
Case	Tough plastic case, no cover required	
Operating System	Microsoft Windows CE	
Operational Characteristics	Time/date calendar clock Automatic infringement serialization Reprint infringement takes 8 to 10 seconds per copy Automatic hotsheet search Hotsheet search only mode Multiple offence types per infringement notice Optional Barcode and Mag stripe reader	
Infringement Modules	Parking Infringements Animal Infringements Local law infringements Time Limit Marking Fire Prevention Litter Infringement Damaged Sign Reporting Broken Meter Reporting Officer Activity Log Warnings Tracking Barcode printing Tourist Information Meter/Location Matrix Abandoned vehicles Passenger transport infringements	
Capabilities		
Hotsheet (licenses, plates, persons, permits)		1,000,000+
Offence descriptions, penalty amounts		10000+
Vehicle make list		10000+
Location list (blocks, streets, suburbs, etc)		10000+
Colour list		1000+
Stored notes printed and		10000+
Store notes non-printed		10000+
Vehicle model list		10000+
Stored infringement memory		10000+



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Reino International *Your one-stop, single source, turnkey supplier for parking equipment, infringement-issuing devices, maintenance services and paid parking management tools.*

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San Mateo County Community College District Parking Revenue Comparison Chart

District Parking Revenue Yearly Totals As of June 30, 2008

Year	Cañada	CSM	Skyline	District Yearly Total
2008 Jan to Jul	\$180,452	\$357,029	\$250,248	\$787,729 (to date)
2007	\$307,405	\$865,733	\$590,149	\$1,763,287
2006	\$330,819	\$901,606	\$624,856	\$1,857,281

The parking revenue totals represented above were determined using the Districts accounting software. Each of the various revenue accounts assigned to parking, at each college, were compiled for the purpose of comparison. The tables below are intended to illustrate the individual yearly performance of each college for the assorted parking revenue accounts.

Budget Account **8877** Semester Parking Permit Fees Yearly Revenue

Year	Cañada	CSM	Skyline	District Yearly Total
2008 Jan to Jul	\$152,917	\$316,675	\$213,960	\$683,552 (to date)
2007	\$150,187	\$330,633	\$236,732	\$717,552
2006	\$175,410	\$372,820	\$298,500	\$846,730

Budget Account **8877D** Daily Parking Permit Sales Yearly Revenue

Year	Cañada	CSM	Skyline	District Yearly Total
2008 Jan to Jul	\$25,717	\$40,354	\$36,288	\$102,359 (to date)
2007	\$48,762	\$70,710	\$51,002	\$170,474
2006	\$45,296	\$64,396	\$44,967	\$154,659

Budget Account **8877M** Yearly Revenue from Parking Meters

Year	Cañada	CSM	Skyline	District Yearly Total
2008 Jan to Jul	\$1,818			\$1,818 (to date)
2007	\$2,983			\$2,983
2006	\$4,732			\$4,732

Budget Account 8980 Income Transfers (Citation Bail) Yearly Revenue

Year	Cañada	CSM	Skyline	District Yearly Total
2008 Jan to Jul	Available End of FY	Available End of FY	Available End of FY	Available End of FY
2007	\$105,113	\$464,390	\$302,415	\$871,918
2006	\$105,383	\$464,390	\$281,389	\$851,162

Revised August 29, 2008

**San Mateo County Community College 2008 Parking Control Analysis
District Comparison of The Citations by College (January 2006 - May 2008)**

Page 1

		J	F	M	A	M	J	J	A	S	O	N	D	Total
Cañada 2006	Citation Total	5	159	134	103	111	108	212	153	229	143	140	136	1,636
	Bail Total	125	4025	3275	2507	1922	2850	5300	3975	5700	3575	3525	3343	\$40,122
CSM 2006	Citation Total	225	1093	565	276	283	342	383	505	972	718	215	69	5646
	Bail Total	6000	31075	16850	7775	7350	9800	11900	13950	26575	22200	6575	2500	\$162,550
Skyline 2006	Citation Total	92	323	353	249	294	275	302	59	356	263	188	59	2,813
	Bail Total	2300	8350	10000	6400	7500	7135	8060	1775	8885	7175	5000	1475	\$74,055
2006 District Total	Citation Total	322	1,575	1,052	628	688	725	897	717	1557	1124	543	264	10,095
	Bail Total	\$8,425	\$43,450	\$30,125	\$16,682	\$16,772	\$19,785	\$25,260	\$19,700	\$41,160	\$32,950	\$15,100	\$7,318	\$276,727
Cañada 2007	Citation Total	38	127	195	63	129	18	104	1	114	119	32	79	1019
	Bail Total	950	3275	4875	1575	3275	450	2575	25	3175	2975	800	1975	\$25,925
CSM 2007	Citation Total	189	339	567	273	336	133	371	171	1505	500	447	255	5086
	Bail Total	5300	9975	16675	7150	10300	3800	10175	4325	41000	14150	13400	7700	\$143,950
Skyline 2007	Citation Total	109	361	378	96	184	171	616	212	487	372	139	49	3,174
	Bail Total	2725	9325	9485	2350	4615	4275	15700	5875	12475	9507	3475	1225	\$81,032
2007 District Total	Citation Total	336	827	1,140	432	649	322	1,091	384	2,106	991	618	383	9,279
	Bail Total	\$8,975	\$22,575	\$31,035	\$11,075	\$18,190	\$8,525	\$28,450	\$10,255	\$56,650	\$26,632	\$17,675	\$10,900	\$250,907
Cañada 2008	Citation Total	0	317	284	138	47	Sub	786						
	Bail Total	0	8525	7050	3425	1175	Totals	\$20,175						
CSM 2008	Citation Total	616	965	699	638	535		3,453						
	Bail Total	16050	26825	19675	19925	16950		\$99,425						
Skyline 2008	Citation Total	104	476	335	315	222		1,452						
	Bail Total	4100	12550	8650	8475	5550		\$39,325						
2008 District Total	Citation Total	720	1,758	1,318	1,091	804		5691						
	Bail Total	\$20,150	\$47,900	\$35,375	\$31,825	\$23,675		\$158,925						

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PROJECT REPORT – Phase 1 Training Public Safety Staff – Recommendation August 29, 2008

I. MPC RECOMMENDS OPTION 4 - CONTINUED PROFESSIONAL TRAINING PROGRAM

MPC recommends Option 4 to better prepare the Public Safety personnel for the performance of their duties, and to reduce the potential liability inherent in the performance of their duties. “Failure to Train” is often cited in litigation against the Public Safety personnel employer. The presumption is that if the employee had been properly trained, the employee would not have erred in their judgment or application of action.

II. OPTIONS:

Option 1. CURRENT PRACTICE – BASIC ENTRY LEVEL TRAINING, FIRST AID AND CPR

Costs = \$ 150.00 per entry level Officer hired

Currently staff training consists of two levels.

1. No initial training is required for retired peace officers employed by the district.
2. Entry level employees are required to attend the Campus Security Officer Course. The 24 hour entry level course includes information on the history, role and development of campus security, campus security officer's responsibilities in the educational environment, campus security officer's professional image, and school structure and organization as they relate to campus security. Other topics briefly covered include searches and seizures by campus security officers, liability issues in the educational environment, tools for handling potentially dangerous situations, mediation/conflict resolution skills, signs of personality disorders that may lead to violent outbreaks, student discipline process, discipline as it relates to special education, campus emergency procedures, and campus parking and traffic enforcement.

Option 2. ENTRY LEVEL TRAINING AND ANNUAL MINIMAL IN-SERVICE TRAINING

**Costs: \$100 plus travel per officer per course
\$3,000 annually for year one; \$1,500 annually on-going**

Campus Security Officer Course. (Currently provided)
Annual First Aid and CPR (bi-annual) (Currently provided)
Proposed Perishable skills Refresher – 8-16 hours annually

- Use of Force Refresher
 - Chemical agent training
 - Baton training
 - Arrest and control techniques
- Legal Update

Option 3. PROPOSED ARMED PUBLIC SAFETY TRAINING ADDENDUM

**Cost: Purchase of Firearms-\$438.00 each officer
Magazines for Firearms - \$20.00 each @ 3 per officer
Safety Holsters - \$95.00 each officer
Initial Ammunition- \$4000.00
Qualification/Range training-\$500.00 per session
Range Master certification -\$150-550.00**

**On-going Cost: Ammunition \$500 annually
Range time rental yearly – \$1000-1500**

Should the San Mateo County Community College District determine that it desires to have an armed police safety force, this option is included to provide for the additional training costs. These costs would be in addition to the other in-service training courses recommended in other options in this report. California Peace Officer Standards and Training has a recommended standard of a minimum of twice annual firearms requalification.

Local agencies that have a range for rent require that the renting agency have a certified range master to conduct your range training for its personnel. This is to avoid the liability of the training for the rental agency.

Option 4. PROPOSED CONTINUED PROFESSIONAL TRAINING PROGRAM

**Cost: \$100 – 150 per officer
\$4,500 to \$6,000 annually on-going**

There are a number of classes that would be beneficial to the Public Safety staff to assist them in performance of their duties in a more professional manner and limit District liability. This would create an organizational training strategy that supports the direction and priorities of the Public Safety Department and that will address individual and group weaknesses identified or subsequent training needs assessments. All staff should attend Option 2 classes and at least one of the many courses available annually, based upon identified staff needs by management. Some of the courses which we recommend can be found at the end of this report.

III. **BACKGROUND AND ANALYSIS:**

Currently, College security personnel professional training consists of entry level training of new personnel and a biannual CPR and First aid refresher. Retired Municipal Police personnel are not required to undergo the entry level training.

Entry level training consists of a specialized twenty-four (24) hour course which introduces recruits to principles of security operations and college institutions. This training is mandated for all staff who works more than 20 hours a week as a security officer by section 72330.5(b) of the California Education Code. The alternative to this course is a training course “Arrest, Search and Seizure” (section 832 California Penal Code) which is not directed to college life and systems at all. However, it is necessary if Public Safety carry a firearm in the course and scope of their duties.

The Human Resources Department should update the job descriptions for all Public Safety Department positions. Each position description needs to be evaluated to establish how it complements the mission and direction of the consolidated Public Safety Department and the College District. The Human Resources Department should be intimately involved in this effort with respect to offering expert guidance, and providing the staff resources necessary to complete this task including reviewing and updating job descriptions if necessary. Employee groups should be consulted throughout this process. Additionally, special attention should be paid to the most efficient use of all classifications of personnel. Finally, part of the MPC recommendation includes an annual in-service training requirement of 24 hours bi-annually in addition to first aid and CPR for staff which will create a more professional staff, update staff on new techniques for resolving issues or conflicts, and other training needs of staff as determined through annual evaluations or involvement in incidents. One of the major concerns from a risk management perspective is avoiding vicarious liability or deliberate indifference liability for failure to train staff under United States Code Title 42 Section 1983, The Public Health and Welfare, Chapter 21, Civil Rights.

IV. **COLLEGE CAMPUS SECURITY COURSES CURRENTLY AVAILABLE** (Provider: The Institute for Campus Safety)

MANAGEMENT STAFF COURSES:

Campus Safety Plans

The general components of a comprehensive campus safety plan will be discussed. Special emphasis will be directed towards completing “Cleary Act” mandates.

Disasters and Emergencies

The components of Standardized Emergency Management System (SEMS) and Incident Command System (ICS) for a comprehensive campus emergency response plan will be discussed. Methods of emergency analysis, prevention, preparedness, response, and recovery will be presented.

Alarm Systems, CCTV and Other Protective Devices

CCTV, access control, lock and key systems, radio systems, perimeter protection devices, fire systems, intrusion alarms, central station systems, contractors and other personnel and asset protection devices will be analyzed.

Issues of Liability on the Campus

Participants will review the laws regulating student behavior on campus, as well as recent court decisions regulating the time place and manner of speech, legal causes for suspending or expelling students, and student attendance in the K-12 environment. This seminar will also briefly explore liability for injury to persons and property on campus, the legal issues surrounding negligence and duty to protect students, staff and visitors on and off campus. The seminar will also explore the criminal, civil and administrative liability of security personnel, use of force by school personnel, and the institution's liability for actions of employees and students.

Internal Investigations

This course will discuss the techniques to conduct an internal investigation that could be the basis for subsequent criminal and/or administrative action.

MANAGEMENT AND SUPERVISORY STAFF COURSES:

Crisis Management

Components of a crisis management plan including suicide on campus, incidents off campus, student and labor unrest. The people and procedures required for a plan will be discussed as well as response procedures.

Disasters and Emergencies

The components of Standardized Emergency Management System (SEMS) and Incident Command System (ICS) for a comprehensive campus emergency response plan will be discussed. Methods of emergency analysis, prevention, preparedness, response, and recovery will be presented.

Supervision Techniques for Campus Security Personnel

Participants will learn the role of the campus safety supervisor. Techniques for completing employee evaluations and resolving department conflict will be discussed. Building morale through team building will be explored as well as the basic concepts of supervising and motivating employees.

MANAGEMENT, SUPERVISORY, AND LINE STAFF COURSES:

Gang Behavior

Participants will define, explore and address gangs and gang activity, national gang trends, gang history/background, characteristics of gangs, adolescent gang involvement and school assessments.

Parking and Traffic Control

Participants will be provided with the basic concepts of traffic control to enable them to instruct other campus personnel. Specific traffic control techniques will be demonstrated to lessen the exposure of traffic control officers to injury from directing traffic. The basic concepts of campus parking control will be discussed. Participants will take important information back to the campus to develop an effective parking control program.

Responding to Weapons and Explosive Devices

Types of weapons encountered on campus; developing a response plan; responsibility of the first responder; scene management; disarming the suspect; search techniques; types of explosive devices; responding to a “bomb” call; search techniques; bomb scene management.

Physical Intervention

A unique total system to deal with physical confrontations on campus. The participant will learn to prepare school personnel for potential physical confrontation on campus. Persons taking this course should have a reasonable physical agility and an above average knowledge of defensive tactics.

Role of the Campus Safety Professional

Discussion of the role of the campus safety professional and the difference between municipal law enforcement and campus safety. The need of the student in a student centered learning environment is discussed.

Tactical Awareness in the Educational Environment

Participants will receive information on and techniques to confront the current threats and hazards commonly found on American campuses. The course includes information on responding to an active shooter, explosive devices and bomb construction, issues surrounding a mass evacuation, suspect and suspicious article search techniques, and the use of protective equipment.

Participants in this course will be offered the opportunity to participate in actual hands-on demonstrations of some techniques taught in the seminar. Participants should wear conformable clothing and shoes.

Counseling Skills for the Campus Safety Professional

Participants will learn basic personal counseling skills to effectively resolve students and/or staff in crisis on the campus. Participants will learn to become a resource for the campus to assist with counseling of at risk persons.

Interpersonal Relations and Conflict Management

Anger, conflict, violence - school staff encounter these issues daily. Today, educators need effective tools and skills to reduce the aggressive and manipulative tactics used by students, parents and the public to coerce and intimidate. In this course, participants will learn the five major tactics of successful dispute resolution in educational settings: Program development, Policies and Practices, Assessment and Investigation, Prevention and Response, and Safety and Security. Special emphasis will be placed on both interpersonal and institutional violence prevention methods.

Sexual Harassment

Students will learn methods to raise awareness about sexual harassment and help to lessen the incidents of sexual harassment on the campus. Persons completing the course will be able to teach others the techniques to lessen the incidents of sexual harassment on campus.

Front Line Safety

Participants will learn how to assess their office space for safety and security, review the role and risks of the front office person, where the "danger zones" are on a campus, how to recognize and prevent threatening incidents, how to deal to difficult people, how to remove opportunity for problems, legal actions that can be taken, personal protection and physical barriers, building confidence in handling threatening incidents, how to recognize and handle suspicious mail, crisis management, how to respond to specific emergencies, mandatory reporting laws, and how to put the pieces back together after an incident occurs.

This course is consistent with Workplace Violence training mandated by State and Federal law.

Search and Seizure

This course will briefly explore liability for injury to person and property on campus. Participants will be exposed to legal issues such as use of force, negligence, duty to protect students, staff and visitors on and off campus.

Issues of Liability on the Campus

Participants will review the laws regulating student behavior on campus, as well as recent court decisions regulating the time place and manner of speech, legal causes for suspending or expelling students, and student attendance in the K-12 environment. This seminar will also briefly explore liability for injury to persons and property on campus, the legal issues surrounding negligence and duty to protect students, staff and visitors on and off campus. The seminar will also explore the criminal, civil and administrative liability of security personnel, use of force by school personnel, and the institution's liability for actions of employees and students.

Legal Aspects of Dealing with Diversity

Issues of racial, sexual, ethnic and sexual preference will be discussed. Programs to prevent sexual, racial, ethnic and cultural harassment will be discussed.

Weapons on Campus

The law and court cases involving weapons and dangerous objects on campus will be discussed. How to respond to weapons on campus will be presented.

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PROJECT REPORT – Phase 1 Public Safety Budget – Recommendation August 29, 2008

I. Recommendation:

Based upon our interviews, analysis, and experience, MPC makes the following recommendations:

MPC recommends that the San Mateo County Community College District adopt a consolidated Public Safety Department with a subsequent and corresponding consolidated budget.

Management staff (Director and Campus Commanders) should automatically be provided with monthly financial reports to monitor the status of Department revenues and expenditures (including revenue status and overtime expenditures). Additionally, Managers should be given access to the District finance automated records, for periodic review and analysis of their pertinent budget information.

II. Executive Summary:

Currently, the individual campuses have separate autonomous budgets. The campuses order goods and supplies independent of each other and there is no economy of scale in purchasing power particularly in items specific to the public safety arena. The current method of budgeting creates a number of other inconsistencies which limits the staff from functioning with equal ability on all three campuses and minimizes the cross functioning of equipment.

Any new Campus Commanders should be scheduled and given an orientation by finance to the District budget process within the first month of employment.

Management staff (Director and Campus Commanders) should be provided with monthly financial reports to monitor the status of Department revenues and expenditures (including revenue status and overtime expenditures).

III. Background:

Historically, each campus has operated a security department independent of each other. Separate budgets are maintained and administered independently with no guiding policies or procedures to standardize the types of equipment purchased and utilized.

Each Campus designs its own uniforms, uniform insignias, and other distinctive items that limit the items purchased to use on that campus only. For instance, vehicles that are purchased for security have an insignia on the vehicle that is specific to that one campus. Should Canada's one vehicle become unserviceable for a period of time due to mechanical problems or major vandalism, there are no other vehicles available. If all vehicles were to be a district public safety purchase, bear district insignias, then a vehicle could be moved from one campus to another to compensate for the loss or unserviceable vehicle. Then students and faculty would not question why a public safety vehicle from one campus was on a different campus.

MPC is unable to comment on the adequacy or expenditures of the current budget as it was impossible to determine the status of security budgets by looking at the WebSmart accounting system. MPC partners have over 20 years experience with organizational budgets and found it extremely difficult to locate and account for service and supply expenditures within each of the college's budgets. It is believed, that various charges for service and supply line items are charged against other unspecified accounts not listed under the budget units designation. This leads MPC to believe that campus commanders would not be able to locate allocation and expenditures for the various service and supplies they would need during the fiscal year.

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PROJECT REPORT – Phase 1 Operational Memorandum of Understanding With Local Public Safety Findings and Recommendation August 29, 2008

- I. MPC conducted an analysis of the individual college Security Departments. During that analysis, MOUs with the local agencies were to be reviewed. The only MOU that appeared to be in place was in compliance with the Kristin Smart Campus Security Act 1998. There were no other documents presented that indicated that there may be agreements related to local municipal response to a campus; expectations of campus security when local agencies have “routine” responses to alarms, medical calls, fire responses, etc.

II. OPTIONS:

Option 1.

Costs: \$ Unknown

It is the MPC sole recommendation that the District Legal Representatives review the items listed in this report and in conjunction with the District Public Safety Department executive staff, meet and confer with the local municipal agencies to develop a comprehensive Memorandum of Understanding for Operational Procedures to include the Kristin Smart Campus Security Act.

III. BACKGROUND AND ANALYSIS:

An analysis was conducted by MPC to determine the expectations and abilities of the safety departments on each campus of the San Mateo County Community College District, and then compare those expectations and abilities to a district-wide approach to public safety on the campuses. The recommendation in this report is the result.

As stated, MPC attempted to locate any and all operating agreements with the local municipal and public safety agencies to determine if the security departments were capable of meeting expectations of such agreements. There was only one agreement on each campus which was in response to a law signed into effect in 1999 which is

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the Kristin Smart Campus Security Act. This act requires an agreement between Campuses and local police establishing jurisdictional responsibility for criminal acts on campuses.

MPC staff visited or interviewed each of the Police and Fire agencies with jurisdiction for all three campuses. We discussed issues that they may have experienced with campus responses in the past, and potential alternative resolutions to those issues.

Subsequent to MPC individual meetings, MPC and the District hosted a joint District and local agency study session to facilitate an open dialogue regarding District and municipal relations and potential items for inclusion in an operational agreement.

The following is an action minutes listing from the meeting and topics to consider for the operational agreement.

1. Police Concerns/Comments – Police Representatives
 - a. Request for maps of the campuses containing emergency services information i.e. fire hydrant locations, etc.
 - b. Having a campus representative from Public Safety or Facilities to escort to emergency scenes.
 - c. Building numbers and street names need to be established.
 - i. Size of numbers is a concern: 22”-24” requested
 - ii. Reflective numbers a suggestion especially Skyline
 - d. Need method of communications between District Public Safety and responding units i.e. PD dispatch having access to campus frequencies for emergencies only.
 - e. Can telephone systems be isolated for Hostage/Barricaded subject incidents.
 - f. Can campuses provide building and grounds info on CD to appropriate public safety agencies?
 - g. Clear list of duties security will handle:
 - Security to take reports for incidents on campus or at minimum completes a narrative, much in the same way as Loss Prevention Officers at businesses do.
 - Alarm verification, security to respond initially.
 - Event planning: any event which may impact traffic or may be problematic should be discussed prior to approval with PD liaison.
 - Threat assessment agreement: include PD liaison in information sharing regarding any student who is identified as a concern by staff or another student. Does not have to initially rise to an “arrestable level”.
 - h. Establish regular meetings with security staff and PD

2. Fire Concerns/Comments – Fire Representatives
 - a. Having a campus representative from Public Safety or Facilities familiar with alarm panels and their location available upon arrival.
 - b. Having a campus representative immediately available from Public Safety or Facilities for timely access to building and grounds.
 - i. Prefer College staff do not reset alarm panels prior to fire arrival
 - c. Fire requested - consideration to be included and assist in plan checks of new construction and remodeling plans.

3. College/Facilities Concerns/Comments – Campus Security Representatives
 - a. Bi-annual liaison meetings at a minimum to confirm or update conditions of Operational MOU.

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PROJECT REPORT – Phase 1 Public Safety Facilities – Recommendation August 25, 2008

I. RECOMMENDATION :

Based upon research conducted by Management and Policing Consulting using interviews, analysis and experience **Management and Policing Consulting strongly makes the following recommendation for Option 2:**

Option Two is to formalize a planned upgrade to the District's Public Safety Facilities for Cañada College and the College of San Mateo. Skyline College's Public Safety Office has recently been relocated, expanded and upgraded to meet current and future safety operations. The current Public Safety Offices at both Cañada College and the College of San Mateo are inadequate to facilitate current campus Public Safety Operations.

As part of the Districts phased multi-year construction project the Presidents of College of San Mateo and Cañada College have identified existing campus location to remodel and locate the Campus Public Safety Office. Each location needs to be remodeled and upgraded in order to accommodate the technology that is being implemented during the various phases of the construction projects. The unique needs of public safety demands special consideration during remodel and relocation to allow enhanced electrical requirements and space to house computer, radio, telephone, video monitors and other technological equipment hubs necessary to operate increasing campus technologies with an uninterrupted emergency power source.

This Option includes office space for the District Director of Public Safety. Additionally this option includes the expansion of the College of San Mateo Public Safety Office to accommodate a District-wide interoperable public safety operation. CSM will be capable of remotely monitoring and operating the technology at each of the Districts Campuses.

Attached to this Facilities report in Appendix A are the building diagrams showing the desired locations for Public Safety Offices at the College of San Mateo and Cañada College. Also attached to this Facilities report, in Appendix B, are the proposed diagrams of the suggested College of San Mateo Public Safety Office, which is recommended to be approximately 1,080 Square feet, and the suggested Cañada College Public Safety Office which is recommended to be approximately 400 Square Feet.

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In order to determine the cost, a construction cost of two hundred and fifty dollars per square foot was used to calculate the costs.

Cost:

One Time Cost Total : \$370,000

\$100,000 (\$250 per Sq. Ft.) to remodel the identified space on the second floor of Building Five at Cañada College for a Public Safety Office of approximately **400 square feet**.

\$270,000 (\$250 per Sq. Ft.) to remodel the identified space on the first floor of Building One at the College of San Mateo for a Public Safety Office of approximately **1,080 square feet**.
(Please refer to the attached example diagrams in Appendix A and B.)

II. Options:

Option 1 : No Change. The San Mateo County Community College District will remain with the existing facilities. The District will attempt to remodel or improvise the existing space to tolerate the required increased technological demands necessary for Campus Public Safety to operate within current operational needs.

This option requires Public safety to utilize the existing facilities to fit the expanding operational needs of campus public safety and makes no provision for centralized supervision, video monitoring or District interoperability. This option makes no provision for office space for the District Public Safety Director and his/her assistant.

Costs:

One Time Cost: None

Additional Costs: As future changes impact Public Safety some campus Public Safety Facilities will be forced to be extensively remodeled or expanded to accommodate additional mandated technologies. This often requires moving out of the current facility and returning after completion of the construction project. Relocating and returning with complicated technology involved, frequently requires many expensive hours of rewiring, electrical engineering and computer programming to achieve the compatibility enjoyed before the move. The cost of relocation and return can only be determined by past experience endured by other organizations. The majority of those experiences indicate that the costs could be substantial.

Option 2 : Is the recommendation of Management and Policing Consulting. Option Two is described completely at the beginning of this report under Recommendations. .

III. Background and Analysis:

Management and Policing Consulting conducted extensive interviews with District Administrators, Campus Presidents and key staff members to determine the requirements necessary to include in the proposed Public Safety Facilities. Each of the assumptions listed in the Consolidation section of this report and the comments and suggestions of administrators and staff members were considered when developing and recommending Option 2. The items listed below are suggested considerations necessary for a truly functional public safety facility.

- A.** Management and Policing Consulting recommend that the various District Campus Public Safety Facilities be upgraded to accommodate current and future Public Safety requirements. This can be done in conjunction with one of the phases of the San Mateo County Community College District's multi-phased construction and retrofitting project impacting each campus.
- B.** The District Director of Public Safety should have an office in the central location of the College of San Mateo's Public Safety Office. This will also facilitate easy access to District Administrators and their respective staffs.
- C.** Management and Policing Consulting strongly recommends that the San Mateo County Community College District develop and equip the College of San Mateo's Public Safety Office with the ability to monitor and operate all the technology present on each of the three campuses. This will facilitate district-wide interoperability of staff and supervision available to each campus 24/7.
- D.** To meet current and future Public safety needs, each Campus should provide the following public safety facility needs.
 1. A Centralized handicapped accessible location with sufficient adjacent parking for Public Safety vehicles.
 2. Attractive and clearly visible signage allowing clear and easy access for faculty, staff, students and visitors.
 3. Each Campus Public Safety Facility needs the following rooms or areas:
 - a. Reception area, for walk-in visitors/victims.
 - b. Locker Room/Rooms of a sufficient size and layout to accommodate gender and ADA requirements. This area/room should also contain secure lockers for personnel to store uniforms and equipment for public safety personnel.
 - c. Briefing area
 - d. Secure office for Campus Commander.
 - e. Interview room or quiet room (must be non-locking).
 - f. A secure office for administrative personnel (secure access for office equipment and information).

- g. A secure equipment storage area, large enough to accommodate all the required equipment used by Campus Public Safety Personnel.
- h. Computer, radio, video server and networking equipment area in or near the Public safety Office.
- i. Secure lost and found storage area.
- j. Bike storage for campus patrol bikes.
- k. Break Room (microwave and refrigerator) to sustain 24 hour operations.
- l. A non-public, employee alternative entrance and exit. This can also be used as access for victims, witnesses, involved persons, or college administrators into the public safety interview room away from public view.

*Uninterrupted emergency power source with sufficient capacity to sustain emergency operations for prolonged periods for all the technology present in the safety facility. Additionally, the facility needs sufficient electric capacity to power a variety of Computers, Monitors, radio base stations and battery charging stations. Redundant electrical outlets need to be installed in each room to facilitate additional relocation of items.

APPENDIX A

SMCCCD DEPARTMENT OF PUBLIC SAFETY

OPTION TWO

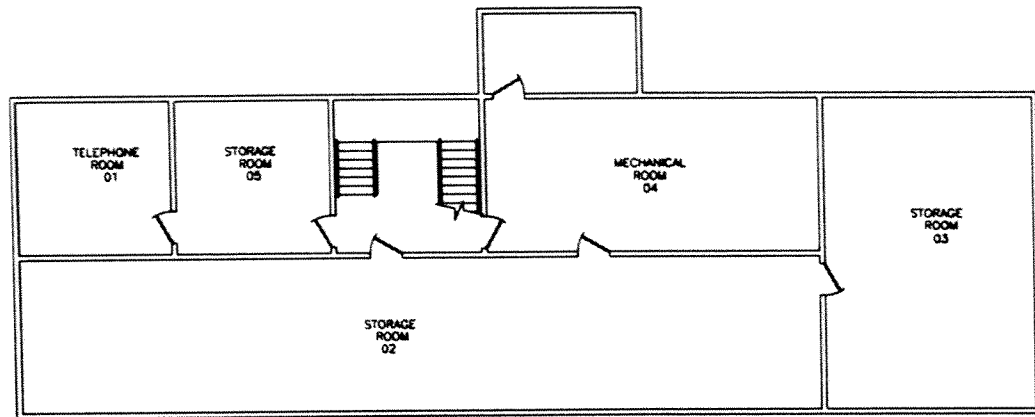
College of San Mateo and Cañada College Proposed Public Safety Locations

APPENDIX

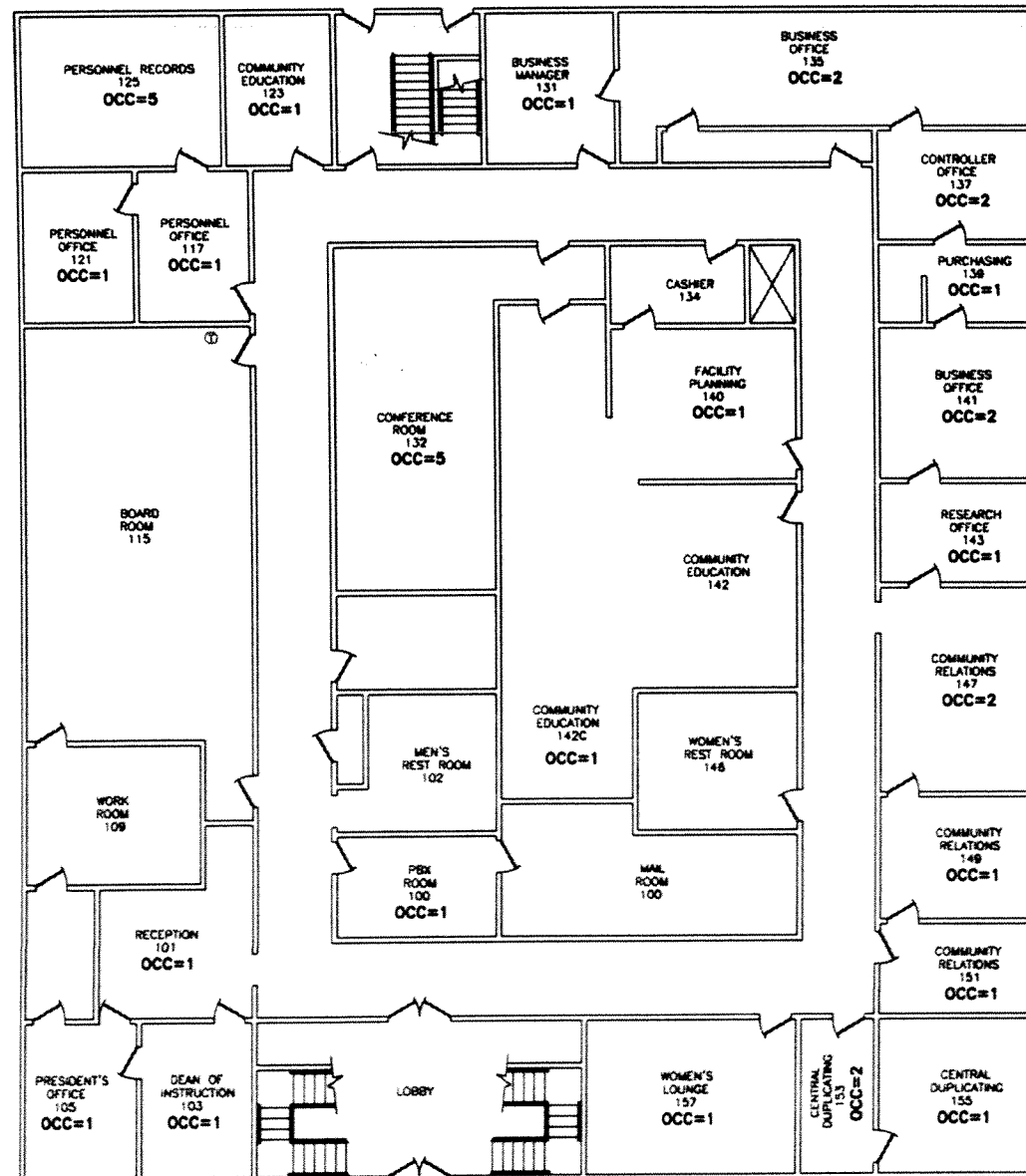
SMCCCD DEPARTMENT OF PUBLIC SAFETY

OPTION TWO

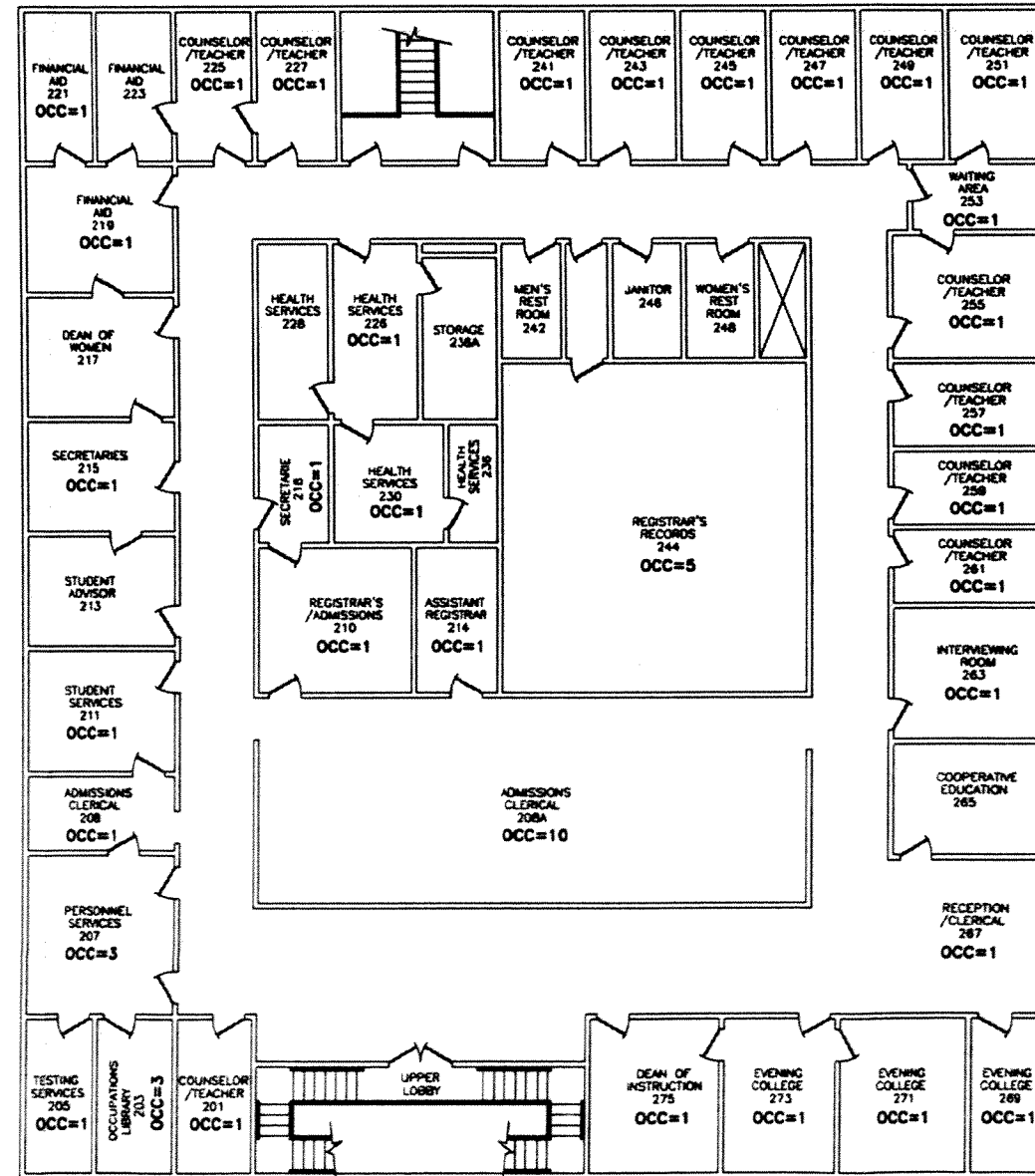
College of San Mateo and Cañada College Proposed Public Safety Office Diagrams



BUILDING 1 ADMINISTRATION BASEMENT
SCALE: NTS



BUILDING 1 ADMINISTRATION FIRST FLOOR
SCALE: NTS



BUILDING 1 ADMINISTRATION SECOND FLOOR
SCALE: NTS

1330 Broadway Suite 515
Oakland, CA 94612
PHONE NUMBER (510)464-9973
FAX NUMBER (510)464-2874

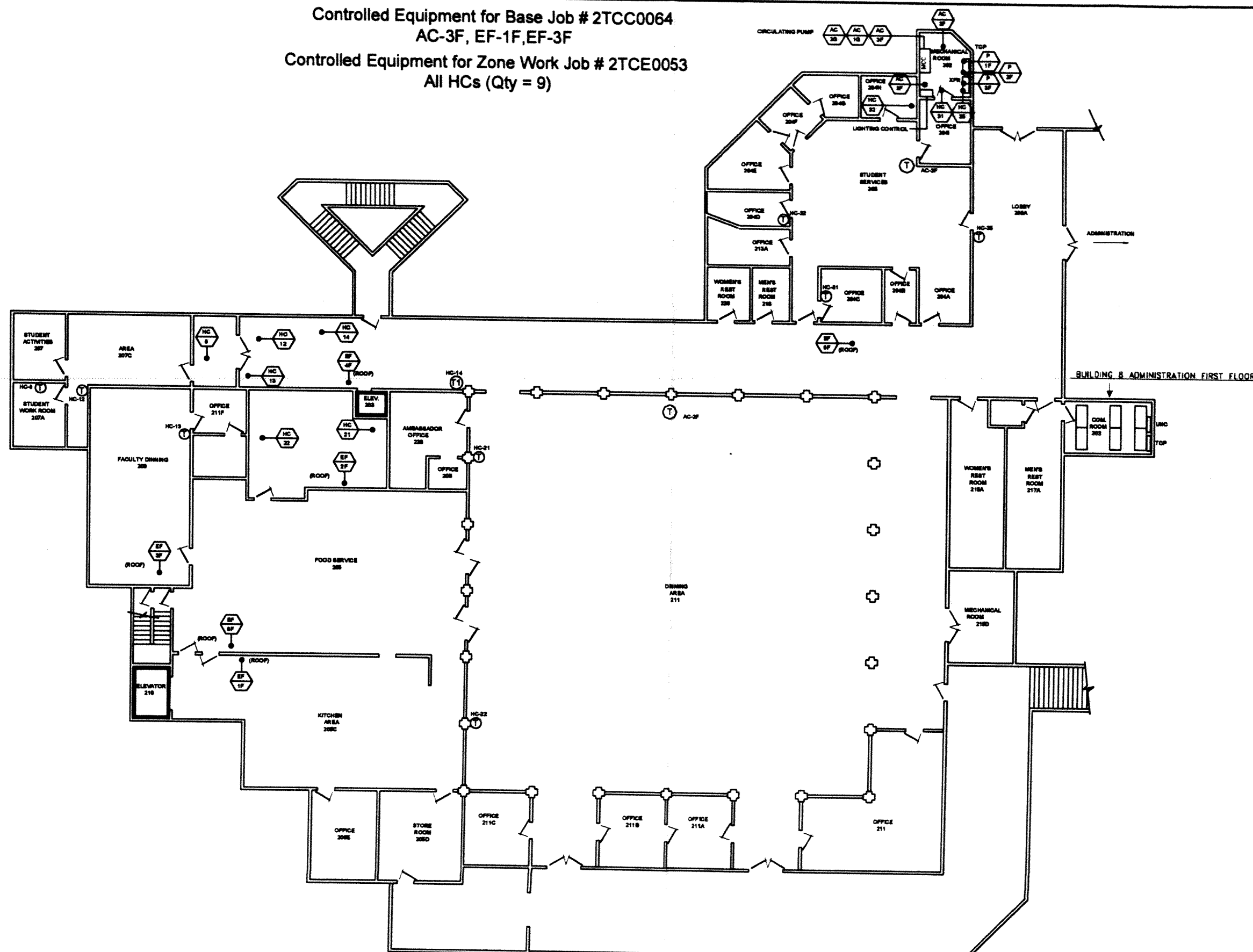


ADMINISTRATOR: BELLEVUE
FLOOR PLANS
LIGHTING: REASBUTT

COLLEGE OF SAN MATEO
SAN MATEO, CALIFORNIA



Controlled Equipment for Base Job # 2TCC0064
 AC-3F, EF-1F, EF-3F
 Controlled Equipment for Zone Work Job # 2TCE0053
 All HCs (Qty = 9)



BUILDING 5 STUDENT CENTER THIRD FLOOR
 SCALE: NTS

YAMAS Yamasa Controls Inc.
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Rev A - 11/18/04

#	Change	Date

Architect: N/A
 Engineer: Chevron Energy Solutions
 Contractor: CMI
 Project Eng: DDA
 Sales Eng: DDA
 Technician: DDA

Date: 9/14/04
 Date:
 Date:

CAÑADA Zone Work
 4200 Farm Hill Blvd.
 Redwood City, CA 94061
 CAÑADA BLD-5 FLR-3

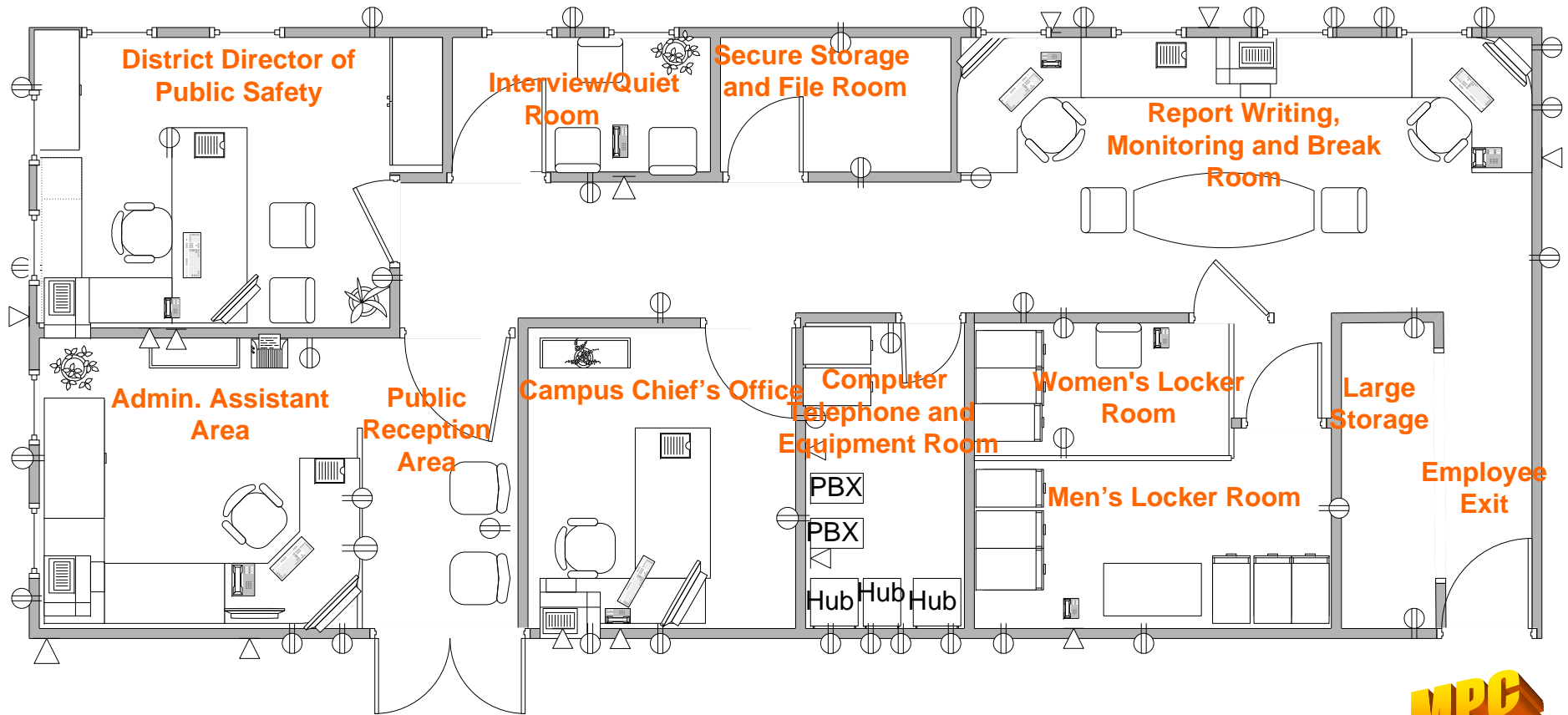
JOB NUMBER
 2TCE0053
FILE NAME
 Cañada B5 F3 Vsd
SHEET NO.
 15 OF 27

College of San Mateo Proposed Public Safety Office Building One First Floor

College of San Mateo

Proposed Public Safety Office

Building One First Floor
August 26, 2008



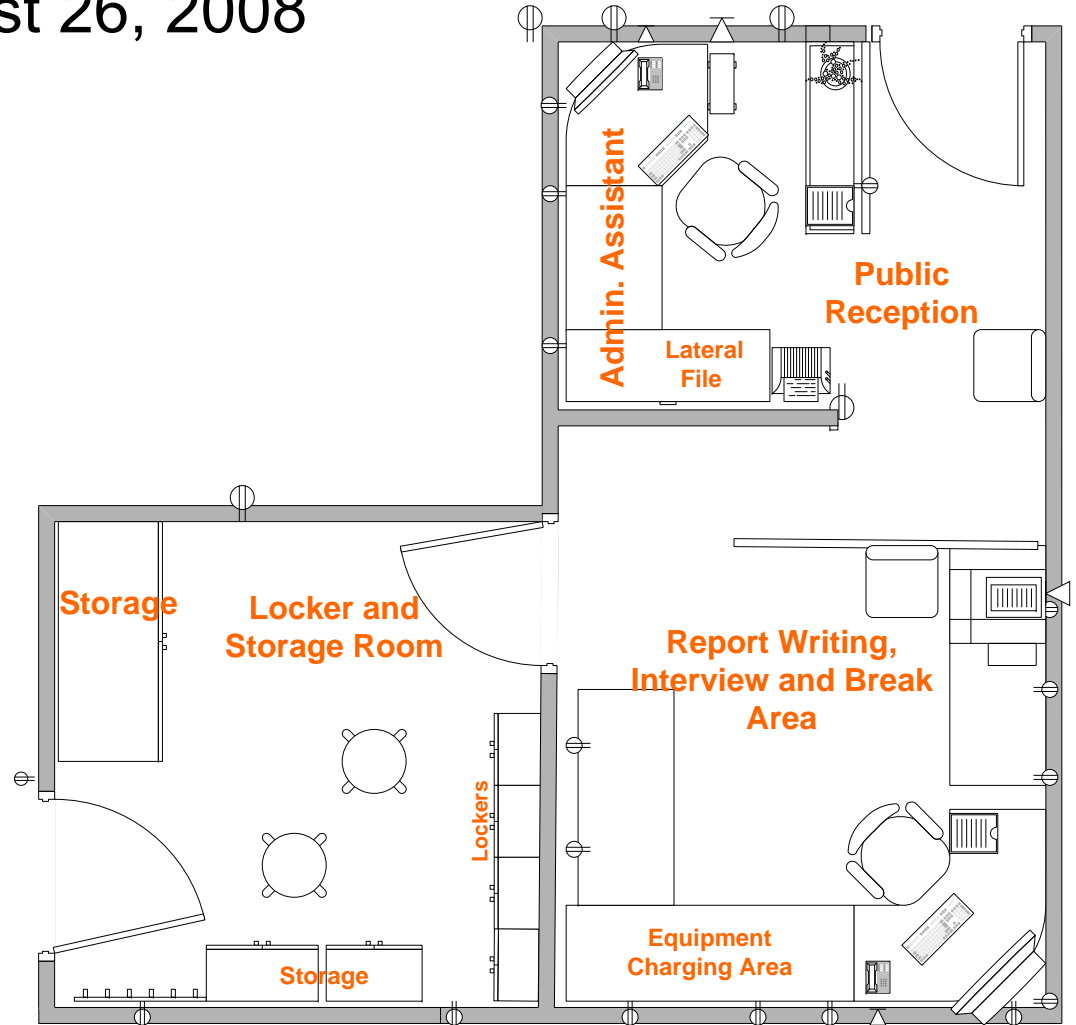
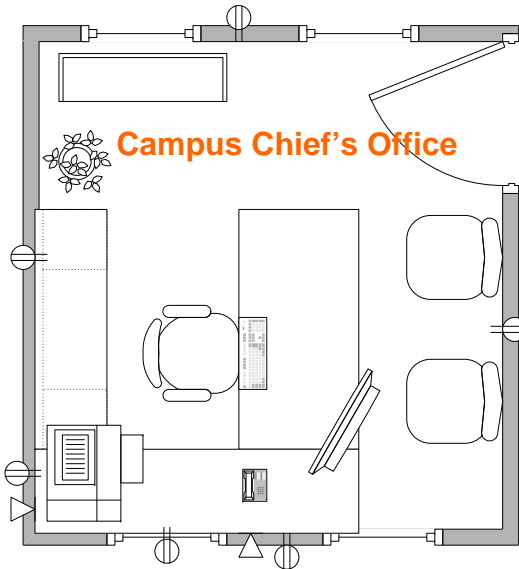
NTS 54 Feet By 20 Feet
= 1,080 Square Feet

⊖ 110 Volt Outlet
▽ Telephone Jack

Developed by
Management and
Policing Consulting



Canada College Proposed Campus Public Safety Office Building 5 Third Floor August 26, 2008



NTS Approximately 400
Square Feet

Developed by
Management and
Policing Consulting



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PROJECT REPORT – Phase 1 Public Safety Communications – Recommendation August 29, 2008

- I. In the absence of available funding, MPC recommends that the District consider the potential future need of a centralized fully functioning dispatch center. We recommend that a communications room shell and wiring terminals in that room be included in the renovations of the CSM campus. The purposes of the dispatch center would include:
- a. Central Dispatching for all three campuses
 - b. Video monitoring of the district's CCTV system during off hours
 - c. Broadcast canned alerts over the PA alert system
 - d. Be an additional ACAM control point
 - e. Handle the campus incoming emergency phone calls.
 - f. A stand alone system for natural and manmade disaster emergency management.

II. OPTIONS:

Option 1.

Costs: \$ Unknown

Continue current operations wherein each campus determines the method of communication for that campus. There is a need however for a portable base station at Canada College (approximately \$686.00).

Option 2.

Costs =\$ 213,800.00 (Equipment and installation costs only, personnel cost not included)

MPC recommends that the dispatch function be expanded to include 24/7 recording station at the CSM facility to record communications for all campuses. MPC is recommending that the dispatch center contain two consoles, a primary dispatch console position and a redundant backup console position.

2 Position Motorola MCC5500 Console	\$68,300.00
4 Quantar Base Stations	\$48,000.00
NICE III Compact Logging Recorder	\$19,000.00
Install/Optimization	<u>\$65,000.00</u>
Tax & Freight	\$13,500.00
Total	\$213,800.00

Option 3.

**Contract out dispatching with a local County or Municipal Agency
Annual Cost: \$500,000.00 (Approximate based on costs to a Municipality)**

Another option is to contract out the dispatching function to one of the local municipal agencies or to County Communications. Typically these agencies charge for the service based on their full cost recovery to include overhead and any additional equipment that they may need to install.

Timing is critical with this option. San Mateo Police Department is in the process of constructing a new facility and they would need to factor this option in to their construction of their communication center to avoid additional charges to the contract to reconfigure their communication center to accommodate the additional dispatch position.

Agencies MPC have talked with are not interested with contracting video monitoring as a contract function.

Option 4.

**Initial Cost: \$ 220,000.00 Equipment Costs (Video monitoring wiring and equipment not included)
\$ 80,000 Facility Cost
\$ 362,650 Personnel Costs
\$ 30,000 Annual Maintenance**

MPC recommends that the dispatch function be expanded to include 24/7 staffing at the CSM facility to dispatch to all campuses. MPC also recommends that the dispatch function be included as a video monitoring point for the new video safety and security cameras being installed on all campuses, as well as other functions noted below *.

Facility Cost:

MPC recommends minimum of 12' by 20' room or 320 square feet. Costs also depend on campus location, proximity of restroom facilities, and proximity of Public Safety Department Records. (Approximately \$80,000 at \$250 per square foot)

Personnel cost:

5 dispatchers at the recommended 6108 salary range = \$362,650 with benefits

Hardware cost:

2 Position Motorola MCC5500 Console	\$68,300.00
4 Quantar Base Stations	\$48,000.00
NICE III Compact Logging Recorder	\$19,000.00
Install/Optimization(approximate)	<u>\$65,000.00</u>
Tax & Freight	\$13,500.00
Total	\$213,800.00

***Proposed Additional recommended additions to Communications**

- Install ACAM controls
- Install emergency announcing system
- Install emergency telephone answering point/recorder
- Install TDY Telephone system
- Text messaging system

(Prices for terminating the above listed systems and square foot costs for the room cannot be determined until such time as a location for the communication center is determined.)

III. BACKGROUND AND ANALYSIS:

An analysis was conducted by MPC to determine the expectations and abilities of the safety departments on each campus of the San Mateo County Community College District, and then compare those expectations and abilities to a district-wide approach to public safety on the campuses. The recommendation in this report is the result.

At one point portable radios were abandoned and Nextels were used to communicate between staff. For MPC this presents a problem because if one staff member is experiencing an in-progress problem such as a fight, assault in progress, or perhaps a building fire, no one else is able to monitor the transmission of the problem over the Nextel phones as they would over a radio. By use of the radios it would alert all on-duty staff who could be available to immediately respond to assist without additional telephone calls having to be made.

The district has Federal Communication Commission assigned radio frequencies available to it, and holds a license for two base stations. A centralized dispatch for all three campuses could have all of the campus safety personnel monitoring radio traffic district-wide, and be aware of issues and incidents as they may develop regardless of what campus is affected. Mutual aid from other SMCCCD campuses could be immediately available and responding staff could be aware of developments while they are responding to assist.

Developing an internal communication system district-wide would enhance the districts Emergency Operations Plans should there be a disaster that has major affects on the campuses (providing the radio system tower(s) are not disabled from the disaster).

MPC has reviewed the new safety camera system (CCTV) being installed and it is our recommendation that there be a single monitoring point for the off-hours of campus operations (as stated above). If the camera system monitors were centrally located in the district communication center, the night and weekend communications personnel could monitor the system and dispatch public safety personnel to the incident. Given the limited staffing of security, a central monitoring station would enhance campus safety and free security staff from having to monitor the cameras allowing them to spend more time interacting with students and staff on campus and touring areas not necessarily covered by the cameras.

MPC also recommends that the communications center would be a good place to terminate the ACAM system and the public address system to broadcast emergencies on or near campus.

Prices for terminating the closed circuit television system, the ACAM system and the announcement system cannot be determined until such time as a location for the communication center is determined.

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PROJECT REPORT – Phase I Threat Assessment – Recommendation May 9, 2008

I. Recommendation:

Based upon our interviews, analysis, and experience, MPC makes the following recommendation:

MPC recommends that the San Mateo County Community College District adopt and formalize a Threat Assessment Program for the College of San Mateo, Skyline College, and Canada College.

II. Executive Summary:

As an associated issue to the safety assessment contract with the SMCCCD, MPC was requested to analyze the feasibility of a Threat Assessment Program for the College of San Mateo, Skyline College, and Canada College. This recommendation is offered in relation to that request.

III. Background:

Threat Assessment has been actively developed and implemented by many institutions and schools. While the primary targets for Threat Assessment have been high schools and middle schools, the most recent considerations have been at the college level. This movement into the college venue is the result of the apparent increase in campus violence incidents, and the media coverage of these incidents.

An analysis was conducted by MPC to determine the existence of, need for, and viability of a Threat Assessment Program for the three (3) colleges of the San Mateo County Community College District. The recommendation in this report is the result. It is the opinion of MPC that the issues relating to violence, security and potential threats directed at students, faculty and staff at each of the campuses necessitates a Threat Assessment Program. This type of program should involve increased awareness, measurement, prioritization, needs assessment, causal evaluation, target hardening and early intervention. This type of program is proactive, coordinated and planned, and directed at dealing with the complexities and volatility of violence and threats. A Threat Assessment Program is able to identify, assess, manage, and educate students, faculty, and staff, and subsequently reduce the risk of interpersonal violence.

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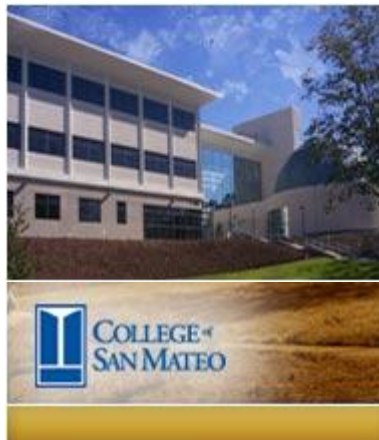
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During the analysis by MPC, College of San Mateo was found to have a Threat Assessment Program in place. However, this program needs to be formalized and expanded. MPC recommends that the SMCCCD authorize and undertake this formal approach to dealing with the potential for campus violence, and continue to develop an atmosphere of campus safety that is inclusive of all students, faculty, staff and visitors.

San Mateo County Community College District

District-Wide Public Safety Assessment and Recommendation

PROJECT REPORT #1 FINDINGS and RECOMMENDATIONS



August 29, 2008



Management & Policing Consulting, LLC

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