

CPR Administrative

A. DEPARTMENT DESCRIPTION

1. What are critical ways your department advances the mission and goals of the college? Cite some examples. Limit 500 words.

The primary goal of the Santa Monica College Police Department is to provide a safe environment in which learning can take place and the rights of all persons are recognized and respected.

The Campus Police Department operates 24 hours a day, seven days a week to provide police, security, and parking services for the main campus as well as the satellite campuses. The sworn members of the Santa Monica College Police Department adhere to the same state standards as municipal and county law enforcement agencies as set forth by the State of California for peace officers.

In addition, the Department oversees the Emergency Preparedness program with the goal of improving the SMC community's emergency preparedness and its response to an emergency. The department oversees the College-Community Emergency Response Team (C-CERT), First Aid/CPR training, and the Building Monitor program. The chief and captain chair the Emergency Preparedness Committee and the Emergency Operations Team with the goals of preparing for natural and man-made disasters, i.e., pandemics, active shooter, earthquake, wildfires, severe weather, and violence.

Police staff also work closely with several other college departments such as Student Health Services, Student Affairs, Risk Management, Center for Wellness and Wellbeing, Student Judicial, Care and Prevention Team, and Athletics to address behavioral, physical and mental health issues before they cause disruption to the learning environment.

Additional mandates include the Campus Annual Security Report to meet the Clery reporting requirements as well as ongoing training with Departmental personnel on updated laws and best practices. In 2023 the Department started reporting in the California Incident Based Reporting system which compiles crimes that are reported to the California Department of Justice as well as the FBI Uniformed Reporting System. Sworn officers are continually trained to stay in compliance with the California Commission on Peace Officer Standards and Training (POST).

Transparency is very important in providing the best services for the SMC Community.

Currently the Department complies with the Department of Justice's STOP Data reporting procedures. This requires SMCPD officers to document any detention and what actions were take. Personal demographics are also included.

2. What internal and external factors have impacted your department since the last review that would provide context for your self-evaluation report? Limit 500 words.

Covid 19 has impacted our ability to interface in face to face encounters with our students, staff and faculty. This has made education and training regarding emergency preparedness

difficult. We have shortages due to injuries, maternity leave and the reassignment of personnel to the new Malibu campus awaiting the hiring of additional personnel.

B. DEPARTMENT'S CUSTOMERS

3. Whom do you primarily serve? Describe the services you provide for each of the groups you identify (for example, students, employees, Enrollment Services Department, City of Santa Monica). Limit 250 words.

Our customer base is fairly large. This includes students, staff, faculty and guests as it relates to safety and security. This could include threat assessment, criminal investigations, student and staff welfare checks, assisting with on ground events to include the traffic control for mobile graduations and Giving Thanksgiving event which helped to support our students basic needs. We continued to offer fingerprinting to onboard staff. The police department was one of the only departments that exclusively worked on ground the entire time (Pandemic) with the responsibility of keeping those on campus safe while safeguarding the various properties owned by the District.

Recently, as students returned to campus we provided on site security to events like VIP welcome day and numerous on ground events. We have also assisted with KCRW to bring back their Summer Nights events at our CMD campus which drew members of the public servicing approximately 1800 people. We also provided fire, life and security safety for the largest on ground graduation in the history of the school and the return of Celebrate America.

C. ASSESSMENT AND EVALUATION

4. Describe the progress your department has made on meeting the objectives and recommendations from your last program review. (Skip if first time completing program review) Limit 500 words.

The first recommendation related to Criminal Justice Reform and improving police services to our community. There has been a heavy emphasis to assist our marginalized students meet their basic needs with the assistance of various food drives, housing assistance information, wifi access, on ground study space and access to computers. Many of these programs were planned through our Emergency Operations Team with Police Input. . Additionally, officers received training in diversity and customer service. The year has resulted in 0 complaints from the public as it relates to improper conduct by the officers of this department. The focus continues to be our ability to bridge the college's capabilities in order to help students succeed not only remotely but on ground.

The second objective had to professionalizing our time keeping process. Unfortunately budgetary constraints prevented us from purchasing time keeping software but managerial oversight improved with weekly checks by supervisors and the monitoring of employee absences.

The third objective is to implement a comprehensive patrol check system to improve coverage. The Department revamped much of the training for our Campus Safety Officer to include a standardized practices and duties needed at the various satellite campuses. An

emphasis on documented foot patrols have helped to increase visibility and the overall documentation of all of our detentions through the STOP Data base system has improved accountability.

The last objective is to work to address the unhoused persons issue on campus. This has been broken down into two different categories. Those that are students and those that are not. Those that are our students we work with the Care and Prevention Team as well as our Basic Needs coordinator to have more stable resources for the students and to eventually build a road map to stable housing and subsistence. Regarding the non student issue, we worked to educate them as to the campus policies and laws regarding camping on campus and to familiarize them to County and City programs.

5. Outcomes are the results your department hopes to achieve after providing services and carrying out the functions of your department. What are one to three outcomes your department has focused on since the last program review cycle? How do you assess or measure them (i.e. survey, internal tracking)? Limit 300 words.

We strived to improve our customer service with professionalism, respect, integrity, dedication and excellence. These core values were the basis of working collaboratively with the community we serve. During this last year we struggled due to injuries and personal leaves. Though not at 100% the Department stepped up to provide exceptional service during big community events requiring teamwork within the agency and working with our community partner to promote student success. Essentially working with Academic Affairs, Student Affairs, Maintenance and Operations as well the students and other groups we were able to have large scale events in a safe environment on a frequent basis.

6. Describe how your department incorporates stakeholder (student, employee groups) feedback for unit planning. Limit 300 words.

Feedback has been achieved with various de-briefs of specific incidents. Communication with Senior Staff, Faculty and Classified staff was achieved through constituency meetings with our Emergency Operations Team as well as regular monthly Emergency Preparedness and Safety meeting to address the concerns of our community. Regular contact with the the Associated Students as well as feedback from individuals who use the LiveSafe Safety app has helped us to focus on any issues that we may have been identified and to understand the feedback so that we can work on ways to improve our service.

7. Based on analyses of the data your department collects, address the following questions Limit 500 words.: a. What is your department doing well? b. What didn't work as well in your department in the last four years? c. What are the lessons you learned? What will you do differently in the future?

Our department works well to respond to emergencies at a moments notice. We have worked with community partners to address safety issues and have done so with increased effort by our staff. Analyzing the needs of our constituency we treat every problem separately

focusing on solution based results. Traditional law enforcement has focused on enforcement based tactics to improve the safety in the community, while we take a service based approach knowing that the educational lesson can be lifelong while the stigma of an arrest can be with a person for a lifetime.

The difficulty of a remote environment due to the pandemic has hurt our ability to train effectively. Many of the training classes were held online which on many occasions was done last minute and the lessons were done to meet a mandatory hourly minimum required by the State. The loss of in person training hurt our ability to interact with other students and instructors to maximize the lessons learned. The style of teaching was not as effective and the variety of classes online was minimal as compared to pre-Covid training which was done in person. We are hoping as we come out of the pandemic we can prioritize local in person training, not only to save money but to give our personnel the opportunity to train effectively.

D. FUTURE OF THE DEPARTMENT

8. Tell us your department's vision: Where would you like your department to be six years from now? Limit 500 words.

Ultimately, our vision is to have the safest college campus in the nation while being a part of improving the campus climate. Six years from now, I would like to see that we are fully staffed with a robust training program for new employees as well as a succession plan for our officers. Having a small department we are limited in our options for promotability. However, I feel that by having enhanced training then the officers will develop the skills to analyze community problems and work with the community on solutions rather than dealing with situations on a case by case basis. Technology is also rapidly changing and having our officers use technology to their advantage would be helpful. This would include computers in the cars. A better interface with the Sheriff's Department's criminal justice data base. Remote access to emergency notification systems as well as access control and cameras with analytics would help to maximize the efficiency of a small department.

9. What are some challenges you anticipate facing in accomplishing your department's vision? Limit 500 words.

The biggest issue is budget and continuity of training. Many officers come from a variety of agencies and promoting mission, vision, values in their day to day duties is important. A cultural shift of pro-active engagement with the community, a mission priority, will be difficult with limited staffing. The steps can be challenging. With the institution promoting more events with engagement it gives our agency more opportunities to engage with the community in a positive light vs. punitive or enforcement based contacts. The Master plan also talks about a Residential Facility coming to SMC in the near future, This will give us the opportunity to expand as a department as well as improve our engagement with students on a 24 hour basis vs. the limited times that classes are in session. Additionally, it is anticipated that SMC will be a part of the Olympics in 2028 with the rental of our athletics facilities to train Olympic athletes. Positive engagement with positive based activities will improve the culture focus of success based learning and community oriented policing.

Consistency of service is our key to success and by promoting high standards for our employees is important to meet the missions of this College.

10. What are the action steps your department needs to take to accomplish the vision? Limit 500 words.

One of the future plans is to develop a departmental training plan with a list of specialized training needed for each of our positions. For example, our Police Services Assistant would take a Public Records Act Class, Records management Class, State and Federal reporting classes to name a few. This standardized manual will be important as it helps to measure progress with our employees. Police training is very different from that of the typical college department. Each position has a different role and focus and we will concentrate to develop a plan that will be worthwhile to the growth of our personnel and Department. We also hope to find Community Oriented Policing grants that may assist with our training mission but also relieve the Department of some budgetary restrictions. It is also important to promote interpersonal communications skills to help with our community engagement component. The Department is in the midst of developing a "de-escalating" cheat sheet to give examples and strategies to de-escalate situations that can entail a greater degree of skill.

I feel that these trainings and skills will promote a better image and engagement with those that we serve. We also recognize that institutional knowledge will disappear as staff retire. It will be important to have the standardized processes and programs in place to ease the transition. This will subsequently give our employees the blueprint needed to move forward, while empowering them to improve upon the existing practices.

11. How will you know you've successfully made progress towards your vision? What are the expected outcomes/results (transformative change in skills, attitudes, behaviors, workflow, etc.). If relevant, discuss your departments' progress towards the goals of the six-year action plan. Limit 500 words.

Much of what we talked about will be looking at the change in our relationship with the community. We will need to survey our constituents to understand if the campus climate has improved or declined. Additionally,, we would look internally through employee evaluations to see if our management team has affectively moved our agenda forward in a positive light. We can also measure our success through our participation and invitation to events affecting the college.

The foundation of our vision are the pillars of our departmental values. The first value is professionalism, we can see this through our engagement with our community as well as the work product that we produce to improve the safety of the community. The second value is respect. This is based on the respect that the co-workers show amongst themselves as well as the respect that our officers have with anyone that they engage with. Internally this can be measured through measuring the morale of the agency and externally through the observations of supervisors, campus partners and member of the public.

The third value is integrity. As a law enforcement agency this is a fundamental value that all employees must have. We would look to measure this by the actions of the individuals and

the lack of complaints of wrong doing. The employee themselves would need to acknowledge their own mistakes so that we can rectify them and improve. Dedication is our next value, this is the commitment that each and every employee is dedicated to performing at the highest level with work, engagement with their communities and each other. Lastly, the value of excellence. Pride in our work, and taking the extra step to solve a community problems are important in promoting excellence as a person and member of this Department.

E. EMPLOYEE/STAFF AND DEPARTMENTAL CULTURE

12. Who makes up your department? Describe your staffing levels including full-time/part-time status and classification (per unit, if applicable) Limit 200 words.

The department at full staffing is made up of a Chief of Police, one Captain, three Sergeants. These individuals are the the supervision and management of the Department. Currently, we are looking to replace the Captain who has retired. There are also 12 sworn officer and we currently have two officers out on medical/maternity leave and are actively trying to hire three officers who are replacing one individual due to promotion, one to retirement and the last officer transferred to a Municipal Agency near their home. We are replacing one of the officers position in October upon completion of their background.

We have an approved compliment of 15 CSOs. Currently, we have 10 trained CSOs with one out due to disability and 3 to start in Oct. for training. We have 6 Dispatchers and our allotment is 7, Two office staff and 2 parking enforcement officers.

The 4 Supervisors are classified management and the Chief of Police is a Classified Administrator. The Officers belong to the Police Officers Association and the remainder of the employees are CSEA employees. The total number of employees allotted for the Police Department is 43. With the new hires we will be at 75% staffing.

13. Analyze your current staffing levels in the context of your department's vision and goals for the next six years (refer to response in question #9). Limit 300 words.

Looking at the staffing levels in October of 2023 we are at 75% strength. This does hamper our ability to engage and to be visibly seen by our community. The two positions that we feel will be replaced by January 2024 are the Captain and Dispatch opening. The 2 officers and 2 CSO positions will be more difficult to replace as we will need to start testing, interviews and conduct an extensive background for these positions. We do anticipate 2 retirements in the next couple of years in the sworn officer positions.

14. Describe how your department provides ongoing professional development opportunities for employees. Limit 300 words.

Police training is unique in that we are regulated by the California Peace Officers, Standards and Training. (POST). This affects our sworn officers, and dispatchers. We use a variety of

techniques to accomplish the goal of the mandated 24 hours of training every 2 years. We currently have a partnership with Santa Monica Police to go over about 20 hours of training per year which covers the bare minimum to meet standards. We also try to supplement this with training through the POST learning portal and an occasional in person class but this has it's constraints due to the budget. Since we are limited in our budget our dispatchers have been getting their credit through the online portal, unless they are a new dispatcher. The new dispatchers must attend a 3 week in person dispatch class sponsored by POST. We have been very fortunate because this year we were able to gain permission from CA POST to allow access to their learning portal for the CSOs and the Police Services Assistant since she manages our records and the CSOs have a rigorous background equal to those of a dispatcher. We supplement this with an occasional Keenan and Associates online training for all personnel and all field units go over topics briefly in the daily shift briefings.

We are looking to use our facilities at the college during the breaks to possibly sponsor law enforcement training so that we can gain scholarships for a couple of our officers in exchange for the use of the room. These specialized training help to improve the professional services provided by SMCPD.

15. What is the impact of professional development engagement on the effectiveness of your department? Limit 300 words.

Some of the professional development opportunities allow for a different prospective and a slow shift in behavior and culture. There are a couple of factors to keep in mind, the events around the world that involve police can impact the relationship with the public regardless of the departments status in the community. But professional training also shifts attitudes, behavior and perspective when dealing with our constituents and is important for improved service. Continuous relevent training that is specialized in the field of law enforcement will be important moving forward.

16. Describe the elements of your department's workplace culture and climate that significantly impact (both negatively and positively) your ability to achieve your goals. Limit 500 words. For example, a departmental culture with little opportunities for collaboration and an emphasis on independent work may mean loss of knowledge/skills on specific domains when a team member leaves. Or the positive impact of working in a state-of-the-art facility has improved the productivity of the employees in the department.

Because our Department is on 24/7, seven days a week our department consistently handle issues that come up during the off hours to include power outages, flooding, building damage and emergency calls for service. The police department is very good at handling crisis so that other departments can continue with their mission for the College. This is done even with the short staffing of late. The one observation that I see that is constant and consistent is when there is an emergency our personnel will drop everything to assist in anyway they can. Because we are short staffed at the moment it has been difficult to keep morale up as many of the workers feel overworked and the need for time off. Overtime is used to make up for some of the shortcomings but rather than operate at a typical staffing level for a normal shift we run on a minimal staffing level matrix. This is done to reduce the financial burden on

the District. Other factors of concern for the Department is the equipment used by our personnel. Vehicles are aging and requiring more extensive repairs, however we have adapted with more foot patrols, doubling up in vehicles and utilizing grants. We were able to secure a Federal grant to improve our interoperability which replaced many of our aging radios. The management staff also took advantage of the generosity of outside non-profits who have supplied the Department with Body Cameras and Tasers.

The Department still hope to move into a new facility some day. We are currently working out of three houses and two trailers. Our biggest problem is storage, for lost and found, traffic control equipment and records. We have converted space typically used as an office to assist in this mission but ultimately a new station would assist in many ways. We could design parking into the equation so that our officers have secure parking and not be as concerned of leaving sensitive weaponry in the cars overnight. More office space would help so that supervision had proper work space and our storage needs could be met.

17. Discuss ways your department creates a more equitable departmental culture. Address one or more of the following points: Limit 500 words. *Creating space for discussing issues of race and racism in ways that are relevant to work *Promoting trainings and professional development opportunities focused on racial equity *Setting and enforcing departmental norms related to open, honest, and collegial communication *Ensuring staff who belong to a racially or other minoritized group (sexual orientation, gender, etc.) feel validated and respected and are part of the decision-making process on an ongoing basis *Deepening trust and sense of community amongst the diverse staff *If relevant, ensuring departmental practices, policies, and procedures do not create barriers for minoritized student groups (racially minoritized, low-income, first-generation college, undocumented, Veteran, students with disability, etc.)

The Department has gone through several formalized classes on equity, race relations and in fact are mandated to report detentions to the State of California with demographic information. Every day we conduct shift briefings where we go over the events occurring on campus as well as other important information relevant to their job. During these briefings we have always allowed for open dialogue to talk about the issues as it relates to their job on campus as well as the police related issues that have affected the profession of law enforcement as a whole. The training offered to the employees include components of racism as well as hate bias, equity and minoritized groups. The focus has been on "humanizing the badge" as a way of building these relationships to show there is a distinction between our department and others that may not have the same dedication towards race and minoritized group issues.

The biggest obstacle has been the bad behavior of those officers nationally that have raised questions of trust with law enforcement. This department constantly engages to combat the appearance of "all law enforcement is the same." Attending the various events, talking to students, mentoring with the MOCAN group on campus and engaging with all aspects of the college community have helped to break that barrier but it will constantly be an obstacle due to the transitory student population who transition and transfer to other schools. Though Covid-19 has hampered our ability to reach out and engage as much as we have in the past, we plan to start up events like our Pink Patch Project outreach and BBQ with the community as well as our Haunted House which we held during Halloween for the neighborhood

children. This event involved extensive collaboration with the Associated Students as well as the SMC Cheerleaders.

The Department also has formalized policies and procedures that we adhere to and take seriously on any complaint that may be lodged against any PD employee. These investigations are conducted and the held for a minimum of 5 years with a disposition consistent with those defined by the state.

F. BUDGET AND RESOURCES

Human Resources and Professional Development

18. Based on your department's six-year vision and the action plans to get there, discuss the optimal staff structure to achieve your vision. Include in the discussion: Limit 500 words. a. The opportunities to revamp your workflow, procedures, and processes to increase efficiency b. Re-envisioning of existing job classifications and/or creation of new job classifications, if applicable c. Your succession and training plans (including cross-departmental training) to ensure that you have the right people in the right jobs today and in the years to come d. Knowledge management practices - documentation of key workflow and processes to ensure continuation of critical services provided by your unit

I have been here 8 years and have worked at two other agencies prior to my arrival at SMC. The biggest obstacle that we have is being about to send employees to training that would enhance their specialization. Though we train with SMPD, it covers the basics as to defensive tactics, first aid and active shooter. What we lack are the specialized classes that would not only enhance the knowledge base of the employee but also help with succession planning so that our internal supervisors can compete with outside applicants who have been trained in or experienced the work prior to coming to SMC. Examples include, the following topics, advanced investigation, high tech crime investigations, POST management seminars, law enforcement risk management, Public Records, Media Response for Law Enforcement, Records management for law enforcement Legislative updates, dealing with the mentally ill, internal affairs, and law enforcement training conferences to name a few. These training topics are typical classes that an officer would encounter during their career but it has been difficult to replicate for our officers. Of course there is the constraint of staffing when sending someone to training, however we cannot do that with the limited budget needed to allow for this since many of these classes are not held locally, would necessitate lodging, meals and transportation.

Technologically the department has fallen behind, there are no computers in the cars so that officers can be in the field more by writing reports in the field, interfacing with criminal justice systems in the vehicles instead of tying up radio air time. Additionally, this would allow officers to have remote access to the extensive camera network and maximize their investigative capabilities. It should be noted that several community colleges in the area have computers in their vehicles for efficiency as well as all cities, universities and county law enforcement agencies have computers in their vehicles.

The area of emergency preparedness has increased and the Emergency Preparedness Facilitator was eliminated. With climate change affecting natural disasters and shortages it is

important to be ready for any disaster. It is also important to look at mitigation strategies especially to serve the underserved community in our community.

Overall in order for our department to meet our goals and increase our effectiveness with the community, we need to fund outside training, improve equipment and technology and have a dedicated individual that would focus on the Districts ability to be prepared in an emergency..

Budget and Space

19. Based on your department's six-year vision and the action plans to get there, analyze your existing space and infrastructure environment and discuss changes that would improve your unit's productivity, efficiency, and effectiveness. Limit 500 words. Examples: redesign of existing space, additional space needed/space no longer needed, additional technology, change in technology)

Two public bonds have mentioned a new police facility and the Master Plan lists us starting the construction of a building in 2035. Though we have a large foot print as to the size of our real estate, the facilities are antiquated and currently do not meet our needs. Specifically, as it relates to storage, space to professionally interface with the public, and an adequate locker room. The female officers have a small space, that was adequate until recently when we hired 3 additional female officers. We had to also convert a small room so that our non-sworn female officers could store their belongings and change into their uniforms. We currently use an office that would be best used for that purpose to store equipment and lost and found. Our dispatch center is also separated by the Department and is not the most effective location in the time of a crisis. The lack of a dedicated emergency operations center makes it difficult to meet when there is an emergency.

Ideally there would be a large open front counter area, adequate space for patrol report writing, our on duty sergeant, live scan, records, investigations, locker room, storage and secure parking. It would also be ideal to have space to dedicate a visitors parking space so that it would make things convenient to those reporting crimes, or picking up keys etc. The work would be improved with centralization of police services into one building rather than to have to walk over to another building or location in order to manage emergencies as well as day to day operations.

20. Assess whether your current budget aligns with your plan of work for the next six years and is adequate in helping your unit meet your goals. If not, what changes in the budget need to be made? Discuss reallocation of existing budget lines, increase/decrease of overall budgets or specific budget lines. Upload document or spreadsheet, if necessary. Limit 500 words.

The police department's budget has been the same for at least 8 years and was even cut this year. Without utilizing a budget assumption based on inflation and the like it has bogged down operations because of the need for a PBAR. For instance, the budget line for fuel is constant every year, yet the price of gas has increased significantly, maintenance agreements on specialized programs have increased and the budget stays the same. Repair costs are higher for older cars yet we continue to go over budget to fix the cars rather than replace them. We have some vehicles that are 14-15 years old. We also not take into

account items that expire and the replacement costs. Police Officers need to change out their vests every 5 years because those are the standards of when a vest are to be replaced due to manufacturer warranty issues. Law Enforcement is not a typical college department and change has been significant over the last 40 years. Replacement of equipment is expensive but should be spread out over a 6 year period to replace aging equipment, improve technology, training and modernize facilities and practices so that we are at the same standard as those law enforcement agencies that serve other student populations.

This form is completed and ready for acceptance.
