

# **Review of the Campus Safety and Security Department Grinnell College Review Team Report 2012**

## ***Introduction***

The purpose of this review is to offer observations, commendations and recommendations with respect to the Campus Safety and Security Department at Grinnell College. This department is led by Stephen Briscoe, Director of Campus Safety and Security, a position he has held since the formation of the department in 1998. The members of the review team included:

- Fred Behr                                      Director of Public Safety, St. Olaf College
- Gail Bonath                                    Associate Professor, Burling Library, Grinnell College
- Max Farrell '12                                Student Government Association Representative, Grinnell College
- Travis Greene                                 Dean of Students, Grinnell College
- Jana Johnson                                 Human Resources Officer, Grinnell College
- Kaydi-Ann Newsome '14                    Student-At-Large, Grinnell College
- Henry Rietz '89                                Associate Professor of Religious Studies, At-Large Member of Executive Council, Grinnell College

The review was conducted February 27-28, 2012. On Monday, February 27, the review team met with students, faculty and staff from across the campus who interact with Campus Safety and Security. On Tuesday February 28, the review team conducted follow-up interviews with Stephen Briscoe and Houston Dougharty, Vice-President for Student Affairs, and began formulating a report foundation for future submission.

## ***Methodology***

The following methods and techniques were used in gathering and evaluating information relevant to the Grinnell College Safety and Security Department:

- Review of Campus Safety and Security Self Study
- Review of printed policies, handbooks and documents provided
- Scheduled interviews with campus constituencies and community members
- Scheduled interview with the Interim Police Chief and Fire Chief of the City of Grinnell
- Guided tour of the Campus Safety building by agency personnel
- Impromptu interviews with students and staff
- Research materials gathered from various websites

## *Observations*

### *Overall Operations*

Grinnell College is a private, coeducational, residential, liberal arts college founded in 1846 located in Grinnell, Iowa. The Grinnell College campus consists of 120 acres with 64 buildings and 19 residence halls. The student population is approximately 1600 with an estimated 2500 daily community members. In addition, Grinnell College also has a 365 acre research facility (Conard Environmental Research Area) located in Jasper County.

The Campus Safety and Security Department (CSS) is the College department charged with providing a safe campus environment for students, faculty, staff and visitors. Campus Safety is staffed by a Director, an Assistant Director, a Technical Assistant II, 4 full-time security officers, 1 part-time security officer (37.5 hours/week assigned to the Faulconer Gallery), 5 call-in security officers, 4 call-in dispatchers and approximately 36 student employees who serve as dispatchers, building monitors and parking monitors. Campus Safety staffing and budget were impacted during the downturn in 2009. Budget is down slightly and one campus safety officer position has been eliminated. Security officers use a marked vehicle, golf cart, bicycle or walking patrol to patrol the campus and respond to all campus calls 24/7/365. Officers are dressed in a uniform, complete with shoulder patches and carry a flashlight but no defensive weapons (i.e., handcuffs, collapsible batons or mace). Security staff patrol campus in a Honda Ridgeline truck lettered with Grinnell College Safety and Security featuring a small yellow light bar for emergency. Campus safety officers are dispatched via radio and there is two-way communication between Campus Safety officers and the Grinnell Police Department when needed. The Campus Safety Department utilizes a records management system called Sleuth to electronically manage data and distribute information but the system does not tabulate Clery reporting data. Department personnel reported the Sleuth records management system will no longer be supported so in order for the system to be updated, all department Sleuth computers will need to be replaced.

The Campus Safety and Security Department is located in a house located at 1432 East Street on the North East edge of campus and is staffed at all hours. The Campus Safety and Security Department office is the “front door” for a large number of visitors to campus. The house is not compliant with the Americans with Disabilities Act (ADA). The main level of the house contains the dispatch/information desk, a desk for the technical assistant and the Director’s office. Up a narrow stairway, we found the officers’ work area consisting of two work stations and another area used for storage. The basement is used only as a tornado shelter and storage and has a switchboard telephone in a room down there to use if needed; it is not adequate for an emergency command center. Campus Safety has a natural gas powered generator to provide emergency power to the Campus Safety office. The Campus Safety and Security office has a direct emergency phone to the Poweshiek County Sheriff’s Office. A two car garage located behind the house is used to store students’ bicycles, the golf cart, traffic control signs and impounded or confiscated property.

The Campus Safety and Security Department is charged with numerous responsibilities to provide a safe environment for Grinnell College. These responsibilities include but are not limited to:

- Enforcing college rules and regulations including enforcing campus parking regulations
- Presenting crime prevention and self-defense programs for students, faculty and staff
- Crisis intervention and conflict resolution
- Incident investigation
- Distributing incident information to college administrators
- Providing a visible patrol to deter criminal, suspicious, and unacceptable behavior
- Timely warning distribution
- Developing a comprehensive safety plan
- Traffic and crowd management for sporting and special events
- Developing and maintaining a good working relationship with the Grinnell Police and Fire Departments
- Providing shuttle information to airports
- Managing the campus card access system (Millennium)
- Providing security to the Faulconer Art Gallery
- Providing money escorts from various locations to cashier's office
- Serving as first-responders to medical and mental health calls
- Maintaining lost and found property
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- Operating a 24/7 emergency assistance and information center
- Unlocking and locking campus buildings during non-business hours and days
- Monitoring the campus wide fire alarm and Johnston Control system
- Conducting security, safety and lighting assessments
- Security for construction
- Student room unlocks

In addition, the Campus Safety and Security Department also provides a host of services including:

- Posting important safety and security information on the web site
- Providing security and medical/prescription escorts within Grinnell city limits
- Facilitating bicycle registration and bicycle storage
- Providing vehicle assists (jump starts and lockouts)
- Facilitating campus key issuance
- Facilitating the vehicle rental agreement (CONNECT by Hertz)
- Serving as the point of contact for the Enterprise rental program
- Facilitating campus motor pool vehicle check in/out

We note that Grinnell College as a whole is currently undergoing an Enterprise Risk Management consultation that performs checks and balances around risk, safety, reputation, financial aspects, etc. PricewaterhouseCoopers LLC (PwC) has been hired as consultants and recently visited campus.

In our interviews, we consistently found that there is a great deal of respect for the Campus Safety and Security Department among all of the constituencies. Faculty and staff spoke of a high level of responsiveness from Campus Safety and Security. Students report that the security officers do a great job of relationship building through their interactions with students. Students appreciate the efforts of the Director to build relationships and communication with area law enforcement agencies by setting up meetings between Student Affairs and the Grinnell Police Department (GPD) and the Poweshiek-Jasper Drug Task Force. Some staff, however, expressed concern that the good rapport with students may stem from lack of enforcement by campus safety officers

Over and over we heard that the Director is involved in every aspect of the Campus Safety and Security Department. In essence he is on call and responds to situations all of the time. While there was appreciation for his willingness to take on additional tasks, there are concerns that his level of dedication and workload is not sustainable, especially in the event that he leaves the College. Some suggested there could be more delegation of responsibilities to others. Others felt that maybe the Campus Safety and Security Department is being asked to do too much and should re-focus on its primary responsibilities. There was also recognition that certain tasks will be assigned to them because they are the only office on campus that is open 24 hours a day, 7 days a week, 365 days a year.

### ***Dispatch Center***

The Campus Safety and Security Department operates a 24 hour dispatch center utilizing the Technical Assistant II, students and Campus Safety officers. The Technical Assistant II dispatches from 7:30am-4:00 pm Monday through Friday, officers dispatch on the 11:30pm-7:30am shifts Sunday night through Thursday morning and students dispatch the remaining hours of the week. In total, students dispatch 12 of the 21 shifts available during the 24 hour/7 day work week. Student dispatchers are a very diverse group and the largest segment of student employees in Campus Safety. The department does have call-in dispatchers but they seldom work (one time in 3-4 months) so it is hard for them to remain current when they work so infrequently. Dispatch handles all calls to Campus Safety 24 hours a day. The general college telephone number (641-269-4000) rolls over to dispatch at all times outside of the 8:00 a.m. – 5:00 p.m. Monday – Friday work day. Dispatchers then become the public face of the College and are asked a wide variety of questions for which they may not have training thereby compounding the workload for the dispatchers.

The Campus Safety and Security Department has developed a training program for student dispatchers led by a student supervisor, Kristen Armbruster '12, who has done a good job with training and orientation for new student dispatchers. This program features ten dispatch quiz modules that students must complete in addition to the time actually spent at the console during in-service training. The review team learned from those interviewed that the training of dispatchers has become much better over the last 3 years and some of that is attributed to Kristen. She graduates in 2012.

A dispatch center is the vital link between campus safety and the community it serves. Calls ranging from routine assists to criminal activity to medical emergencies are received here and must be handled efficiently, confidentially and professionally at all times. Although the community reported the dispatchers always answer the phone and Campus Safety will respond, there are concerns among community members about some students in dispatch. Some of these concerns include:

- The overall wellness of students who are working overnights
- Because the College's phone line rolls over to CSS after hours, student dispatchers might not be properly equipped or trained to deal with the myriad of complex issues that surface
- Complaints of language barriers and difficulties communicating with student dispatch at night and on weekends
- Confidentiality issues (students are reluctant to give information to other students; breaches of confidentiality have occurred)
- With seniority, experienced student dispatchers choose to take easier/less busy shifts
- Hard to keep trained dispatchers with a high turnover rate
- Some feel the College overuses student dispatchers
- Many students are not committed to dispatch positions
- At times, dispatch is far too busy and stressful for a single student to handle

### *Commendations*

**Grinnell College is fortunate to have a well-respected staff in the Campus Safety and Security Department.** This is the overall impression we received in our conversations with members of the campus community and external groups. The Campus Safety and Security staff enjoys a high level of trust across campus and has a good rapport with faculty, staff and students. Security officers are viewed as trustworthy and approachable. A student survey conducted in 2009 rates the department well in overall campus safety. Campus Safety officers in turn genuinely care about students and like to develop relationships with them. Many staff also stated they respect the work of the Campus Safety and Security staff. In particular, Security staff work well with Residence Life Coordinators and the Director listens to their concerns. The entire department is perceived to be highly responsive, effective and dedicated.

Community members we spoke with feel that the Director, Steve Briscoe, and the Assistant Director, Russ Motta, go above and beyond to help students. In particular, Steve Briscoe, provides hands-on service, offers level-headed suggestions and delivers prompt response to campus needs. We received repeated comments regarding the outstanding level of hard work and dedication he provides to the College.

**There is a good working relationship between Campus Safety and Security and the Grinnell Police Department and Grinnell Fire Department.** Both the Interim Police Chief and the Fire Chief mentioned that the department is great to work with and does a good job at bringing relevant information to their attention in a timely manner. Grinnell Police Department cooperates well with Campus Safety for big off-campus student events (e.g., "Block Party"). Various programs have been established on campus to include the Police and/or Fire Departments with the goal of bringing more visibility and a higher level of comfort to students by seeing their presence on campus in different capacities. Campus Safety and Security has also worked to raise awareness among students about their rights when dealing with these external agencies.

**The Campus Safety and Security Department does a lot with the limited resources they are provided.** As a 24/7 operation, several functions fall to Campus Safety and Security. The Director and his staff work hard to take on the additional responsibilities and still work within a budget and also making the best of their inadequate office space.

**The Campus Safety and Security Department supports the professional development of its staff.**

The Director is committed to ensuring that the Campus Safety and Security staff receives the training and support they need to perform their duties, including:

- Campus safety officers complete a 12 week in-service training program with continuous feedback
- All Campus Safety personnel receive annual performance reviews
- Campus Safety officers are licensed security officers through the State of Iowa every 2 years
- All Campus Safety officers are First Aid/CPR/AED certified

**The Campus Safety and Security Department constantly seeks ways to professionally advance the department.**

The Campus Safety Department is preparing for accreditation with the International Association of Campus Law Enforcement Administrators (IACLEA), which provides a professional benchmark for policies and practices. Campus Safety has a vision to move from a security department to a campus public safety department. This could involve bringing in Occupational Safety and Health Administration (OSHA) compliance supervision for the campus under the department's structure, adopting citizen's arrest authority and completing the IACLEA accreditation process.

**When necessary and appropriate, Campus Safety and Security develops procedures and mechanisms to deal with areas under its purview.** For example, Campus Safety has created a Parking Advisory Committee to determine how parking lots are utilized with consideration for signage and disability spaces. Campus Safety has also developed a three step appeals process for those community members who feel their parking citation was not warranted.

**Campus Safety and Security has significantly improved the competence level among student staff by continuous training and evaluation exercises and through peer mentorship.** The department employs a large number and diverse group of students in several supporting roles that include dispatch, building monitors and parking monitors. The amount of effort put into student employment is evident. New student dispatchers are trained by peers on-the-job to gain hands on experience in real-life situations. They have also developed a student performance review process that provides continuous feedback through the training phase. Students benefit from their employment in Campus Safety by learning to deal with stressful situations, enhancing their communication skills and learning supervisory skills

**The Campus Safety Department publishes a very comprehensive Clery Report on the web for all three campuses (Grinnell, London and Washington DC).**

## *Recommendations*

In light of our review, we offer the following recommendations:

- Hire an additional campus safety officer (filling the position lost in 2009) to allow two officers to cover the campus during non-business hours
- Hire an additional full-time dispatcher (or make better use of the on-call dispatchers) to provide more professional dispatching during the evening and weekend hours
- Update/replace radio system to comply with Federal Communications Commission (FCC) regulations concerning “narrow band” frequencies and develop a “patch” to allow communication with the Grinnell Police Department
- Replace the Honda Ridgeline since it is now costing the department too much in maintenance
- Work with colleagues across campus (e.g., President’s Office, Informational Technology Services) to identify the ideal location(s) for an emergency command center. While it would be convenient to be housed in the CSS office, it could be in another campus building provided that it is outfitted properly (technology, network capability, charts, communications, etc.).
- Return the Campus Safety budget to pre-2009 levels and build in inflationary increases
- Employ students to perform “convenience shuttles” for students (i.e., prescriptions, Wal-Mart, doctor’s appointments) to keep Campus Safety staff on campus
- Enhance communication between Residence Life/Student Affairs and Campus Safety officers regarding “students of concern” and results of student conduct
- The Campus Safety and Security Department should be relocated to an ADA compliant building and one that will allow them to be the “face of Grinnell College” for guests during non-business hours
- Review the practice of “self-governance” as it relates to the disclosure of “disciplinary referral” statistics as required by the Clery Act. The Handbook for Campus Safety and Security Reporting, p. 66, states: **Referred for Disciplinary Action** is defined as “*the referral of any person to any official who initiates a disciplinary action of which a record is kept and which may result in the imposition of a sanction*”. The disciplinary process at your institution might be called “disciplinary action”, “mediation”, “judicial process” or some other term. Note that a disciplinary action can be initiated in an informal as well as a formal manner. It can include an interview or an initial review of names submitted to an official.
- Revise the Annual Fire Log to include the number of “injuries related to the fire that resulted in treatment at a medical facility” as required
- Create a Hate Crimes chart (15 total in 2010) in future Clery Act postings
- Clean up formatting in Grinnell-in-London Report (i.e., text regarding Assurances and Students Accused)
- Create a Campus Safety and Security Department email alias so locking/unlocking schedules and other important department information can be sent electronically and reach all members of the department
- For all traffic direction and control assignments, ensure that all personnel are wearing ANSI 207-2006 and Class II compliant safety vests

- Require all students in their 3<sup>rd</sup> year to retake their Grinnell College Database picture to enhance efforts in the event of missing person incidents; consider issuing new Pioneer One cards to them at that time
- All Campus Safety and Security Department personnel should complete NIMS IS100, IS200, IS700 and IS800 courses for emergency management
- Other campus members involved in emergency operations should also complete the appropriate NIMS certifications based on their role within emergency management
- As some Security Officers expressed concern for their personal safety, consider conducting a study to determine the benefits and risks associated with weapons (handcuffs, collapsible batons, mace, etc.), as well as recommendation for such use, if Departmental leadership feels this is warranted
- Review the policy that allows Campus Safety officers to take campus key rings home with them
- Campus Safety should have keys to all facilities for emergency response purposes (for example, no key is available for the front door of the faculty house, however they have a back door key)
- All AEDs (automatic external defibrillators) should be inventoried and location information available to the Grinnell community
- Examine fire alarm system and procedures to reduce the number of alarms and work to enhance students cooperation with vacating halls during fire alarms (currently not all students evacuate buildings during fire alarms because there are too many and there are no perceived consequences for staying)
- Streamline operations by using less paper (examples: receive daily reports for locking/unlocking doors electronically; have alarms write to an electronic file rather than a printer)
- Communicate and coordinate with Facilities Management regarding recording alarms (is this a duplication of effort?) and create clearer guidelines on when to call in the Facilities on-call person
- Provide more preventive and pro-active programming to complement the CSS “Know your rights and responsibilities” program in (e.g., have the Grinnell Fire Department conduct programs in the residence halls)
- Upgrade hardware and software for the campus crime reporting system (Sleuth)
- Include Campus Safety and Security in planning for new campus buildings.



## *Conclusion*

The Review Team met with a variety of constituents and stakeholders during the review period. Feedback from all involved highlighted how, in general, the staff and programs of the Campus Safety and Security Department at Grinnell College are highly regarded and appreciated by students, faculty and staff alike. While much of the credit can be attributed to the leadership and the “above and beyond” service/work ethic of Director Stephen Briscoe and Assistant Director Russ Motta, there was recognition that the leadership of this department could delegate more to their highly competent and dedicated staff. A review of current practices provided by the CSS Department to provide “mission central” services would help re-focus efforts and provide a better-balanced and more sustainable work load. While the Campus Safety and Security Department provides various leadership opportunities for its student employees, an evaluation of the role and scope of student dispatchers is also highly recommended.

In short, the Campus Safety and Security Department at Grinnell is highly regarded by many at the College and is poised to be a model program for residential liberal arts colleges – provided it continues the exemplary and commendable practices and incorporates the recommendations provided in this report.