

New York State University Police

SUNY New Paltz



Strategic Planning Committee
Recommendations

History

HIRING OF DOLORES STAFFORD AND ASSOCIATES CONSULTING FIRM

In April of 2017, SUNY New Paltz contracted with the national firm of Dolores Stafford and Associates (DSA) to conduct a Management Study and Organizational Assessment of the University Police Department. This request came from University Police Chief David Dugatkin.

On April 20, 21 and 22 of 2017 DSA sent a team of three nationally known experts to the SUNY campus to conduct this assessment. The team consisted of Terry McCauley, Director of Oakland Community College Department of Public Safety; Regina G. Lawson, Chief of Police at Wake Forest University; and John Vinson, Associate Vice President and Chief of the College of Washington Police Department.

The DSA Team was charged with conducting an assessment of the current safety and security services, programs and processes of the SUNY New Paltz University Police Department. The Review Team was asked to make recommendations based upon current trends, best practices and industry standards with a goal of enhancing campus public safety operations, where appropriate. Their assessment identified successes and gaps in the current safety and security program and made recommendations to close those gaps.

The DSA Team spent their three days on campus conducting multiple site visits by assessors which included;

- Day and night walking and driving tours of campus
- Interviews with more than 55 individuals representing key stakeholders at SUNY New Paltz including, but not limited to:
 - Academics Affairs
 - Administration and Finance
 - Intercollegiate Athletics
 - Development
 - Office of Diversity, Equity and Inclusion
 - Communications
 - Facilities Management
 - Human Resources
 - Legal Counsel
 - President's Office
 - University Police Personnel

- Residence Life
- Student Affairs
- Multiple Student Organizations
- Interviews and conversations were held with representatives from local law enforcement including:
 - The New Paltz Police Department
 - The Ulster County Sheriff's Department
 - The New York State Police

On July 13, 2017, the DSA Team returned to the SUNY New Paltz Campus to conduct a one-day Strategic Planning Facilitation Workshop for University Police. DSA facilitated this planning session with all members of the University Police Department providing a final product that is assisting the agency forward in meeting its strategic goals and objectives.

WORKING WITH THE OFFICE OF ORGANIZATIONAL DEVELOPMENT AND TRAINING

In the fall of 2017 University Police Chief David Dugatkin worked with Ginger Jurecka Blake, the College's new Director of Organizational Development and Training to fine tune the DSA report and develop a plan to prioritize the 98 recommendations provided by DSA. It was decided that University Police would focus on three (3) short range projects/recommendations (within 3-5 months), two (2) medium range projects/recommendations (within 5-9 months) and one (1) long range project (within 9-12 months.) It was also decided that a strategic planning committee would be formed within University Police drawing from key stakeholders within the department to execute/lead these projects.

UNIVERSITY POLICE STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee met several times during the fall of 2017 to review and develop the short, mid and long range projects. Its members consist of;

- Chief David Dugatkin
- Deputy Chief Mary Ritayik
- Investigator Juanta Carson
- Officer William Shaw
- Officer Ryan Law
- Officer Talia Badillo
- CPSO Justin Larchevesque

STRATEGIC PLANNING COMMITTEE FINAL RECOMMENDATIONS

SHORT TERM PROJECTS

1. Conduct an outreach and education program with local first responders to include police, fire and EMS so that they are familiar with our campus in the event they need to respond to the here. This will include the possibility of ride-alongs so their officers are familiar with our jurisdiction and our officers are more familiar with their jurisdictions in the event UPD needs to respond to assist them.

Team Leader-UPO Ryan Law

2. Publish monthly UPD police statistics on the UPD website.

Team Leader-Chief David Dugatkin

3. Create and publish an on-line submission form allowing the campus population to electronically submit safety/security concerns and improvement suggestions (similar to a work order request) directly to UPD.

Team Leader-Chief David Dugatkin

MIDTERM PROJECTS

1. Create and launch a social media and print campaign to advertise UPD to the campus population. This campaign will include highlighting the services we offer, how to contact us, important phone numbers, career opportunities and other pertinent data.

Team Leader-CPSO Justin Larchevesque

2. Create and launch a program of offering UPD programming/training campus wide. On a quarterly basis, UPD will offer campus wide training to students, faculty and staff on relevant and timely safety issues/concerns.

Team Leader-Investigator Juanta Carson

LONG TERM PROJECT

1. Create the position of Community Policing Coordinator (CPC). This full-time position would allow for “internal growth” within the department, boost morale and function as the “clearinghouse” for

all community policing functions within and offered by the department. The CPC would give the department a single point of contact for all community policing requests and input from the college community. The CPC would coordinate, teach campus wide and perform outreach on behalf of the department as well as work with fellow officers to assist them in developing, facilitating and teaching their own programs. The CPC would also be tasked with special assignments/projects as directed by the Chief and Deputy Chief of Police.

Conclusion

The intent and goals of this project are to enhance the performance of the University Police Department as well as reinforce our functioning in complete transparency to the campus community. It is our responsibility to keep our campus safe and informed as well as foster the growth of our students. We believe these projects will accomplish both.

The University Police Department is proud of all its personnel and is confident in its mission to the campus community. We are here on a daily basis adhering to the following principals;

- Respect – Every individual will be treated with respect.
- Education – Every interaction is an educational opportunity.
- Diversity – Recognize and appreciate the values each individual brings to the campus.
- Commitment – To the mission of the college. Strive for personal and professional excellence.
- Participation – Be an integral part of and participate in the life of the college.
- Integrity – Do the right thing for the right reason when nobody is watching.

As well as to;

- Provide protection of persons and property through crime and loss prevention initiatives.
- Achieve voluntary compliance with rules, regulations, ordinances, and laws through equal application of enforcement.
- Establish a cohesive and supportive work environment – one that encourages innovation with an emphasis on the quality of service.
- Promote campus-wide awareness of safety issues.
- Continue to develop a University Police Department that is a forerunner in the field, widely respected and trusted.