RANCHO MURIETA COMMUNITY SERVICES DISTRICT

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AGENDA

"Your Independent Local Government Agency Providing
Water, Wastewater, Drainage, Security, and Solid Waste Services"

SPECIAL BOARD MEETING
August 2, 2018
Call to Order 4:00 p.m.
District Administration Building – Board Room
15160 Jackson Road
Rancho Murieta, CA 95683

- -

BOARD MEMBERS

Mark Pecotich	President
Morrison Graf	Vice President
Les Clark	Director
John Merchant	Director
Gerald Pasek	Director

STAFF

Mark Martin	General Manager
Jeff Werblun	Security Chief
Paul Siebensohn	Director of Field Operations
Eric Thompson	Controller
Suzanne Lindenfeld	District Secretary
Richard Shanahan	District General Counsel

RANCHO MURIETA COMMUNITY SERVICES DISTRICT
AUGUST 2, 2018
SPECIAL BOARD MEETING
Call to Order 4:00 p.m.

NOTICE IS HEREBY GIVEN that the President of the Board of Directors of the Rancho Murieta Community Services District has called a Special Meeting of the Board to be held on August 2, 2018 at 4:00 p.m. at the Rancho Murieta Community Services District Board Room at 15160 Jackson Road, Rancho Murieta.

All persons present at District meetings will place their cellular devices in silent and/or vibrate mode (no ringing of any kind). During meetings, these devices will be used only for emergency purposes and, if used, the party called/calling will exit the meeting room for conversation. Other electronic and internet enabled devices are to be used in the "silent" mode. Under no circumstances will recording devices or problems associated with them be permitted to interrupt or delay District meetings.

AGENDA

ESTIMATED RUNNING TIME

1. **CALL TO ORDER** - Determination of Quorum – President Pecotich **(Roll Call)**   4:00

2. **CONSIDER ADOPTION OF AGENDA** (Motion)
   The running times listed on this agenda are only estimates and may be discussed earlier or later than shown. At the discretion of the Board, an item may be moved on the agenda and or taken out of order.

3. **COMMENTS FROM THE PUBLIC**
   *For this Special Meeting, members of the public may **ONLY** comment on items specifically agendized. Members of the public wishing to address a specific agendized item are encouraged to offer their public comment during consideration of that item. With certain exceptions, the Board may not discuss or take action on items that are not on the agenda.*

   If you wish to address the Board at the time of the agendized item, as a courtesy, please state your name and address, and reserve your comments to no more than 3 minutes so that others may be allowed to speak. (5 min.)

4. **REVIEW SECURITY ASSESSMENT REPORT DRAFT ACTION PLAN**

5. **DIRECTOR COMMENTS/SUGGESTIONS**

6. **ADJOURNMENT** (Motion)

MEMORANDUM

Date: July 30, 2018

To: Board of Directors

From: Jeffery Werblun, Security Chief

Subject: Review Security Assessment Report Draft Action Plan

RECOMMENDED ACTION

No recommendation. Provide direction to staff.

BACKGROUND

Attached is the a copy of the Summary Report from the Security Committee meeting from April 3, 2018 summarizing the Burns and McDonnell Security Department Assessment. At that time, we released the assessment with all their comments, minus the areas redacted that should not be released to the public. In that report, the only staff edits were whether staff *agrees* or *disagrees* and if not, why we disagree. We also released the complete survey conducted by Burns and McDonnell of the residents and the results of the survey.

Also attached, is a copy of the Security Strategic Plan that was updated in 2010. This is a good document to reference for issues facing the Security Department, the community, and some action plan ideas. You will see that some of the issues the Security Department was facing then are the same as the issues we are facing now.

Lastly, included is our draft of the Security Assessment and Survey Action Plan. This document lays out background information, identifies stakeholders in the District, a draft action plan to engage them and the community on Security issues.

MEMORANDUM

Date: April 3, 2018

To: Security Committee

From: Jeffery Werblun, Security Chief

Subject: Summary of the Security Department Assessment and District Security Camera Strategy by Burns & McDonnell, Dated December 4, 2017

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RECOMMENDED ACTION

Review summary – no recommendation.

BACKGROUND

The District retained Burns & McDonnell Engineering Company, Inc. (Burns & McDonnell), to conduct an assessment of the Security Department and assist in developing a Security Camera Strategy. The two areas the assessment is intended to focus on are: 1) to evaluate the District's Security Department and provide recommendations regarding the operational and/or administrative improvement's and suggest possible reorganizational and operation changes; and 2) to evaluate the current CCTV/camera strategy and create a new strategy for the District to implement.

Burns & McDonnell prepared their report with the agreement that the report be made available only to the District. Due to the sensitivity/confidentiality of information in the report, such as camera locations and staff scheduling and operations, a summary is being provided to the public.

PROJECT SCOPE AND APPROACH

The District requested that Burns & McDonnell carry out two (2) primary tasks: 1) perform an assessment of the Security Department, and 2) evaluate and provide options for a District-wide Security Camera Strategy. The first task, assessment of the Security Department, the primary goal was to evaluate the current operations as they pertained to staffing, patrols, gate security, and administrative functions. The overall goal was to provide recommendations for operational and organizational improvements to address the current and anticipated future needs of the District.

The second task – assessment of the District's Security Camera Strategy (SCS) – consisted of identifying the current use and deployment of security cameras used by the District. The overall goal of this task was to identify and recommend options for the deployment of a new SCS that would assist the District in creating a force multiplier for the Security Department and enhancing their capabilities.

The District added a request for Burns & McDonnell to conduct a town hall meeting. The meeting was held on February 23, 2017. The main objective was to create a forum for the residents to provide feedback to the Burns & McDonnell team about security related concerns and any security related procedures or operational practices that they would like to see added, modified, or removed.

In addition to the town hall meeting, Burns & McDonnell was asked to develop a security survey that residents could complete online or manually complete and submit. The deadline for completing the survey was Friday, March 17, 2017. The meeting and survey assisted Burns & McDonnell in identifying the cultural environment of the District, the resident perspective and expectations of the security program and other special considerations that the Burns & McDonnell team may need to take into consideration during the evaluation. (See Appendix A Security Survey Results)

About 440 of approximately 5,500 residents, (about 8%) responded to the survey. Assuming each survey was submitted by a unique user, this statistically provides an approximately 95-99% confidence level with an approximately 6% margin of error for the District.

While this survey was not intended to provide a scientific indication of the perception and expectations of the security program, it was intended to provide a glimpse into desires and perspectives of the security measures and services questioned. After the town hall meeting, Burns & McDonnell concluded that most of the concerns from the residents that attended the meeting were centered on the lack of traditional law enforcement capabilities of the Security staff.

After analyzing the information obtained from the surveys, town hall meeting, and conversations with Rancho Murieta stakeholders, Burns & McDonnell concluded that residents may not be fully aware of the capabilities and areas where Security staff do and do not have authority. Some residents were unaware that the Security Patrol Officers did not have police powers, while others were concerned that Security Patrol Officers lack police powers. Many residents who responded to the survey or spoke out at the town hall meeting believe that the Security staff can and should respond to any security related incidents and handle accordingly.

Despite these misconceptions, District policy states that Security Officers are to "observe and report" incidents that they (the officers) are unable to prevent or mitigate. District Officers are not authorized to "respond" to incidents that should be handled by law enforcement or other emergency responders. For example, if a domestic violence incident is reported, Security Patrol Officers are to refer the matter to SSD, according to the Security Operations Manual.

Security measures (e.g. technology, policies, procedures, rules and regulations) – including future security enhancements – on property not owned by the District (e.g. homeowners association (HOA), Rancho Murieta Country Club (RMCC), commercial, hotel, and industrial areas) are the responsibility of the respective property owner. Without an authorizing agreement with the property owner, the District cannot implement security measures such as traffic or speed controls (e.g. speed bumps or signs), security camera installation, or security lighting on private property.

Each entity within the community maintains its own staff, property boundaries, and establishes its own rules and regulations. Entities may have varying sets of rules or levels of enforcement of those rules. Rancho Murieta Association (RMA) pays the District a fee for the enforcement of non-architectural Covenants, Conditions & Restrictions (CC&Rs) designated by RMA. This includes enforcement of overnight and driveway parking regulations. No other agreements with other HOAs were identified that would allow for the Security staff to enforce rules, regulations, ordinances, or CC&Rs outside of RMA or the District.

The District is responsible for providing some municipal services (e.g. water treatment, waste water collection), the RMA maintains ownership of most roads within the District, as well as parks, and the North Gate. The District

collects a special tax to provide for security services including staffing the North and South Gates, performing security patrols, and non-architectural and CC&R enforcement. A one-time security impact fee is also imposed on new developments to support and improve the provisions of security services to the community through the procurement of technology, facilities, and physical assets with the goal of protecting people and property. This fee can only be used for capital improvements for the security program and cannot be used as part of the general security fund, or to pay for operations and maintenance costs.

The Security Department's annual budget, which is funded in part by the Security Special Tax (paid by residents), is capped at 2% increase per year. Any increase beyond 2% would require a 2/3 majority vote of the District residents. Based on the maximum increase in the Security Department's budget that can be authorized by the Board, Burns & McDonnell is concerned that continued funding of even the existing operations of the Security Department may not be possible as the anticipated District growth occurs.

California passed into state law, effective January 1, 2017 a minimum wage increase on a yearly basis across all industries. The District may be exempt from the mandatory increase called out in the new minimum wage law; however it cannot avoid the impact the increases have on the labor market. If the District's 2% cap on budget increases limits the pay increases to the same level, current or future security officers may elect to work in another industry that may offer increased wages and the Security Department may not be able to meet the security demands or requirements of the District. Burns & McDonnell learned in interviews that benefits afforded by the District are considered superior when compared to other private security. However, it is the experience of Burns & McDonnell that personnel in similar occupations are normally not attracted to these jobs or entities for the afforded benefits. Instead, personnel in these professions are normally interested in take home wages for financial obligations. Security Patrol Officers will maintain a pay rate higher than the state minimum wage; Security Gate Officers would not match the minimum wage until after approximately eight years of service, based on the Security Departments annual 2% budget increase.

SUMMARY FINDINGS

The following is a summary of findings by Burns & McDonnell regarding the Security Assessment and Camera Strategy report. This is a summary of their findings and comments if we agree or disagree with their findings.

1. Residents do not have a clear understanding of the enforcement capabilities of the security staff. This can lead to misconceptions of the Security Patrol Officers' responsibilities and authority of the security officers. *We agree with this statement*.

2. Security Officers perform duties that are not authorized by the District which is in reference to assisting other law enforcement agencies within the boundaries of the community or outside the community. At the time the survey was conducted part of these statements were true however, since then, the District's policy has been reinforced and is being adhered to where Security Officers do not engage in law enforcement activities or take law enforcement action. In certain limited circumstances Security Officers do assist law enforcement agencies such as traffic control at accident scenes but they are not directly involved in any law enforcement action.

3. Because the community is comprised of different HOAs and non HOA areas within its boundaries, Security Officers cannot enforce rules, regulations, ordinances or non-architectural CC&Rs throughout the

entirety of the District. ***We agree with this statement*** and currently RMA is the only HOA that security has an agreement with to enforce certain CC&Rs.

4. The enforcement policies and procedures for Security are not clearly defined for all enforcement related activities. ***We do not agree with the statement***. The policies are clearly defined in the Security Operations Manual.

5. Security Gate Officers are overtasked and may not be able to efficiently or effectively perform all duties expected of them. ***We do not agree with the statement***. Although Gate Officers can get busy, they are trained to handle one vehicle at a time to ensure that the guest or vendors are properly checked in before they are allowed through the gate. They are also trained to prioritize their workload which includes phone calls, radio traffic, and vehicles in the visitor lane.

6. Current Staffing levels for the Security Patrol Officers may not allow for efficient security coverage of the District during the anticipated growth. ***We agree with the statement***.

7. There is a disparate security camera system deployed on community property. The systems are not integrated and do not provide remote viewing capabilities for Security personnel. ***We agree with the statement***. The camera system at the South Gate has been upgraded and provides better coverage for the vehicle lanes at the South Gate, similar to what is in service at the North Gate. There are several different camera systems at various locations on community property.

8. The current camera systems deployed on District owned property does not allow for efficient security operations and may increase the operation and maintenance cost for the individual systems. ***We can neither agree nor disagree with the statement*** at this time. The costs are unknown at this time. If there was a capability of remote viewing of all of the camera systems on community property that could make operations more efficient, but may also require additional staffing to actively monitor additional cameras.

9. The District does not have detailed policies and procedures documented that would be vital to the planning, procurement, installation, operation and maintenance of a security camera system. ***We agree with the statement***. A District-wide system, although it has been studied, is not in operation; therefore there are no policies and procedures documented regarding those systems.

10. Non-District owned camera systems are not accessible by Security staff and this does not allow the Security Department to maintain effective situational awareness of properties within the District. ***We agree with the statement***.

Summary of Recommendations
This section is a general overview of the major recommendations by Burns & McDonnell. Further recommendations are discussed in greater detail in the subsequent sections of the report.

1. The capabilities and authority of the Security staff should be documented and clearly communicated to the residents of Rancho Murieta. This may alleviate any misconceptions of the capabilities of the Security Officers.

2. Security staff should receive regular policy and procedure training explaining their authorized response capabilities.

3. Establish an agreement with the entities within the District that allow the Security staff to enforce security related rules, regulations, etc. throughout the entire District. This may allow for enforcement capabilities and procedures to be more efficient.

4. Establish and clearly document that the enforcement policies and procedures for the authorized enforcement activities of the Security staff. Agreements between the District and varying entities should also clearly state in detail the authorized rules, regulations, ordinances, or CC&Rs that can be enforced by the Security staff.

5. Utilize technology at the North and South Gates to assist Security Officers in the execution of their duties. This can include the implementation of a web-based visitor management system or shifting the issuance of bar code stickers to another department. Gateaccess.net has been implemented.

6. Plan for corresponding increases in Security staff levels as the development of commercial and residential areas occur.

7. Update the security camera systems deployed at District-owned property. A single vendor should be utilized to maintain consistency. These systems should also be integrated to allow the Security staff to view live or recorded footage on District-owned property. The South Gate camera system has been updated.

8. Establish minimum technological standards for the security camera system. This would allow the systems to be integrated, allowing for a more efficient operation. Detailed policies and procedures regarding the operation and maintenance of the system should also be developed.

9. The minimum technological standards along with the policies and procedures should be completed in coordination with the varying entities within the District. This can allow for the camera systems installed on private property to be viewed by the Security staff. This may allow for more efficient security operations by allowing Security staff to evaluate a possible security related incident remotely in order to initiate an appropriate response. This may allow the Security staff to provide a higher quality of service to the community.

SECURITY PATROL OFFICER DUTIES

A Security Patrol Officers' primary duties include "protecting lives and property by seeking to prevent an incident or offense from occurring in the District. In situations where prevention of an incident or offense is not possible, the function of Security Gate Officers or Security Patrol Officers is to observe and report the incident to a law enforcement agency."

The District's Security Department currently provides staffing 24/7/365 at two (2) stationary posts and one (1) mobile patrol with a staff of 16 proprietary Security Officers, not including the Chief. When a crime incident occurs, Security Patrol Officers and Security Gate Officers are to observe and report the incident to law

enforcement, as appropriate. District Officers are not law enforcement officers and are not responsible for any law enforcement activities, including but not limited to:

- Enforcing state or local laws (including traffic laws).
- Chasing, apprehending or detaining persons.
- Criminal investigations.

Security Officers' duties include, but are not limited to, staffing the security gates, patrolling of all areas within the boundaries of the District, keep a log of daily activities, responding to calls for service, enforcing non-architectural CC&Rs, and writing detailed incident reports. Security Gate Officers and Security Patrol Officers also monitor a communication system to maintain contact with emergency services and the appropriate entities within the District.

Security Patrol Officer duties include the enforcement of non-architectural CC&Rs. To allow for this activity, the District has established an agreement with RMA that authorizes Security Patrol Officers to conduct ten (10) hours a month of CC&R enforcement of overnight street and driveway parking. Security Patrol Officers are authorized and assigned the responsibility to enforce any non-architectural CC&Rs, covered under Government Code 61105 (e), as well District Resolution 2005-17. Security Patrol Officers are authorized to issue Notice of Violations (NOV) for stop sign violations and speeding violations. Security Patrol Officers are not authorized to conduct traffic stops.

The roads inside the North and South Gates are owned by the RMA, yet traffic enforcement was not identified in the agreement between RMA and the District, except for overnight parking and driveway parking. RMA employs a full time Compliance Officer responsible for enforcement of architectural and non-architectural RMA CC&Rs, including the CC&Rs enforced by the Security Patrol Officers.

SECURITY CAMERA STRATEGY

An effective security camera program is meant to enhance the capabilities of the overall security program of any entity. The program requires a collaborative effort between the Security, Management, and Information Technology (IT) personnel.

An efficient and effective security camera system requires both initial and ongoing investments. It can positively impact the community's sense of security by allowing Security staff the ability to remotely evaluate and document areas where incidents occur and in effect detecting, assessing, and initiating the appropriate Security Patrol Officer response to incidents without being physically present. Camera systems also preserve a visual record of events to assist Security personnel, law enforcement, or other entities during an investigation. Accordingly, a system, as a record of incidents, can help to provide helpful information useful in evaluating potential liability claims.

A video management system should be capable of integrating with alarms or other systems to allow the integrated systems to annunciate and display information on a single computer workstation. This approach incorporates the need for timely identification, assessment and the initiation of the Security Patrol Officer response to incidents by the appropriate personnel.

With the exception of the North Gate, Rancho Murieta currently has disparate security camera systems deployed at the South Gate, Waste Water Treatment Plant, Water Treatment Plant (Plant), Rancho Murieta

Village (MVA), and at various parks (RMA) within the community. The systems in place use a variety of hardware, cameras, various recording devices, software, are owned by different entities, and do not converge or integrate with one another in a centralized location.

Cameras located at the North and South Gates assist in maintaining a visual log of vehicles that gain access into the gated community. Cameras record the vehicles' license plates using license plate readers (LPR) as they enter and exit the community. Cameras also show vehicles leaving the community. Officers, however, are unable to view video feeds from the other gate (e.g. North can't view South and vice versa).

PARKS
The assessment team conducted site visits to the various parks within the community. Security cameras were identified at RMA's Riverview Park, Stonehouse Park, and at the Gazebo. The assessment team was unable to identify the operational status of any of these cameras. The assessment team determined that these cameras are not owned by the District, but are owned and maintained by RMA. They were not able to determine if the cameras were operational or who to contact regarding the cameras at RMA. Documentation received by the Security team describes the location of the recording devices for these cameras but does not indicate if the cameras or recorders were operational. Security staff is unable to view footage from these systems which denies them the ability to initiate an appropriate Security Patrol Officer response to a security incident or other event.

SECURITY DEPARTMENT RECOMMENDATIONS
Typically, in the political subdivision environment, security program components that impact the entire organization (e.g. security policies, procedures, technology) would be managed at the organizational level and appropriately fall under the jurisdiction and budget of that entity (City, County, etc.). Efficiencies in security spending and improvements in security operations are gained by making strategic, scale based decisions and leveraging that spend across organizational sub-units in a way that maximizes the cost versus benefit equation. Threat and risk information is collected from various parts of the organization, and that centralized Security Department is able to assess the entire threat picture.

However, while that approach applies in most political subdivision environments, the structure of the Rancho Murieta and the entities within District boundaries is somewhat unique. Each entity is its own private organization and not a subordinate unit of the District. In the context of the overall District boundaries, there is very little real property that is actually owned by the District, and this is the only area where District Security Officers have statutory jurisdiction. The roads, public gathering spaces, and even one of the vehicle gates are all privately owned property. Each of these private organizations is free to establish their own rules and policies, to engage in contracts and agreements with other entities, and to otherwise operate as they deem appropriate (in the context of staying within the boundaries of the law).

Addressing security related concerns is, therefore, the legal and functional purview of each private owner. In the case of the entities and territory within District boundaries, differences in policies, the enforcement of those policies, and even the prioritization and expectations of the respective populations can vary significantly from one privately owned section of the District to another. For example, RMA may establish or prioritize rules regulating traffic, parking, the conduct of association members, and similar concerns. While these rules are certainly within the purview of RMA, they may be different than those established by Rancho Murieta North (RMN), RMCC, or MVA. As private organizations, it is up to each entity to determine – and enforce – their own rules and regulations.

In the opinion of Burns & McDonnell, if security management decisions, rules, and adjudication procedures were consolidated into a single entity (similar to a security department in a city or county), overall program management would become more effective and the cost of implementing security measures could be more efficiently applied. However, while such an approach would likely have a positive impact on the overall security posture, the security benefits of such a consolidation would negate many of the intrinsic benefits of living within a rural community services district (CSD) (as opposed to a city). Burns & McDonnell is also of the opinion that such a move would likely have very little support from the community (and the private organizations within it).

The authority of a properly licensed security officer is vested in the authorization from the owner of the property to the security officer to act on the owner's behalf in protecting the property. As mentioned above, some of the organizations within District boundaries have established an agreement with the District to enforce some of their rules. With RMA for instance, agreements authorize District Security Officers to enforce non-architectural CC&Rs and RMA Gate Policies. At least one entity, Rancho Murieta Village, has an agreement that authorizes the District to provide security services under the Security Services Code, but neither the reviewed agreement nor the Security Services Code specifies details on what rules are to be enforced or prioritized, how such rules will be enforced, how identified violations will be adjudicated, or other such matters. Many of the entities within District boundaries (e.g. RMN, Villas, and Country Club) have no such agreement with the District (or an agreement was unable to be located or produced during this project).

Burns & McDonnell recommends that the District establish agreements with each entity (HOA, etc.) within District boundaries that authorize the District Security Officers to enforce the rules of that entity through the issuance of NOVs, similar to the existing one with RMA mentioned above. Each agreement should clearly identify the specific rules, actions, and expectations of each party.

Burns & McDonnell further recommends that the District lead an effort to work with all of the entities to develop a set of standardized rules and procedures for adjudicating violations within District boundaries. If successful, this standardized set of rules would assist in the fair and consistent application of enforcement efforts, may alleviate confusion caused by differing guidelines, and would likely improve the perceptive effectiveness of the security program.

For example, it is conceivable that the District would pursue and establish an authorizing agreement with the commercial property owners (or a subsequent commercial property association that the owners are members of) to extend District security services to their respective properties. The observe and report expectation should be clearly defined in such an agreement(s) to remove any confusion as to whether District Security Officers can or should engage in calls (e.g. shoplifting or public intoxication).

It was identified that Security Patrol Officers are authorized to enforce any non-architectural CC&R for the RMA, covered by Government Code 61105 (e), as well District Resolution 2005-17. However, this authorization was not clearly identified, but is considered "all-encompassing" by the Government Code 61105 (e) and District Resolution 2005-17. Burns & McDonnell recommends that the enforcement policies and procedures for CC&R violations should be clearly defined; including which CC&Rs can be enforced by Security Patrol Officers and appropriate procedures for enforcement.

SECURITY GATE OFFICERS

Burns & McDonnell recommends that the current visitor registration process used by residents be transitioned to a web-based pre-registration service. ***Gateaccess.net has been implemented***.

Burns & McDonnell recommends that the District work with RMA to adjust gate policies to include the recommended pre-authorization process and identification requirements. Additional information can be added, depending on the level of verification that may be desired (e.g. vehicle make/model, phone number). The use of this system could be utilized for vendors, contractors, or other service providers. If a resident is expecting a service provider or contractor, the resident could input the data into the system. When the company providing the service arrives at the gate, the Security Gate Officer would check the service company's employee identification (government or company issued) and record that information. This may assist in maintaining consistent access logs and allow the security staff to trace an individual back to a company if an incident were to occur. While this same process may not be plausible for parcel delivery services (i.e. USPS, UPS, FedEx), it is suggested that the Security Gate Officers maintain an access log for these as well for the same purpose as other service providers.

The use of technology is assisting similar entities in optimizing security operations while also providing a more comprehensive record keeping system that can be referenced quickly when needed. Visitor management software has been developed for HOA based communities similar to the District to allow entities to quickly and accurately maintain visitor access records. The current visitor process, if completed properly, has the potential to overtask the Security Gate Officer and may result in unreliable logging or processing procedures (e.g. license plate log, vehicle passes issued, activity logs) or the neglect of other assigned duties (e.g. dispatch, monitor phones).

Commercially available software can maintain vehicle registration information, scan driver licenses of visitors, and even issue vehicle passes. Most systems available have web-based input portals to allow for resident interaction. Other features available include integration with LPR software, analytical modules to evaluate traffic patterns, and automation features (e.g. license plate based gate entry) that may allow for officers to dedicate time to other security tasks.

As discussed, RMA passes are issued to visitors entering through the gates. No record is kept of what pass was issued to which visitor and the passes are easily duplicated. Burns & McDonnell recommends that the District work with RMA to develop a more secure permit process that contains, at a minimum, the following components:

- The verification of authorized access / resident/visitor information.
- The logging of authorization type and duration.
- The logging of vehicle access time and destination.
- Vehicle and registration (plate) information.
- Driver information (name).
- Vehicle pass information.

The registration process of resident vehicles and the assignment of barcode decals appear to be inefficient and time consuming for both residents and Security Gate Officers. The residents are required to visit multiple locations to complete registration and receive a decal. This process can distract Security Gate Officers from other duties and reduce the effectiveness of gate security. Burns & McDonnell recommends that the District work with RMA to consolidate the issuance and installation of vehicle barcode decals to RMA staff allowing Security personnel to dedicate more time to security duties.

Following this concept, when a resident registers a vehicle, they would immediately receive a barcode decal without needing to visit the South Gate (where they currently have their information re-verified by the Security Gate Officer).

Burns & McDonnell recommends that the North and South Gates be networked together for remote operation to allow for staffing adjustments at the South Gate during non-peak hours when necessary. The Officer at the North Gate would have the ability to remotely view, communicate, and authorize with visitors at the South gate via video phone (similar to the technology installed at the North Gate). The visitor management system recommended earlier in this section would allow the Officer to input or verify information already populated in the database. Burns & McDonnell does not recommend that the District eliminate in person coverage at the South Gate at this time, but establish the technological capability of doing so in the future if security requirements or staffing levels warrant.

SECURITY PATROL OFFICERS

The District is expecting significant growth within the next 10-15 years, including commercial (e.g. hotel, grocery and other retail, restaurants) and residential development (approximately 1,500+ additional lots). Assuming the District is authorized by the respective owners of these developments to provide security services, the increased demand may strain existing security resources. As the demand for security increases, the quality and effectiveness of those services will likely demonstrate a corresponding decrease without additional resources or efficiencies being created. As the expected developments (identified above) mature, the increased demand for security services will require additional staffing to perform the same level of service as present. Accordingly, Burns & McDonnell recommends that the District plan for corresponding increases in Security staff levels as the development of commercial and residential areas occurs. Based on current security duties and the expected growth, two (2) Security Patrol Officers assigned to each shift are a reasonably assumed minimum service level (allows for two (2) continuous roving patrols of the area or one (1) patrol simultaneous to a call for service). Adjusting staff levels to allow for two (2) Security Patrol Officers per shift would require an additional four to five (4-5) Security Patrol Officers.

Burns & McDonnell understands that such an increase in staffing would require significant budgetary change and recommends that the increase corresponds to the increase in population and commercial developments. For example, providing an additional Security Patrol Officer during peak hours is a natural first step that prevents overstaffing and allows the staff level to increase as the demand increases.

SECURITY CAMERA STRATEGY

As requested by the District, Burns & McDonnell developed three (3) Security Camera Strategy options for consideration by the District. The strategies provide various options for coverage of areas within District boundaries and the viewing / operational capabilities of District Security personnel for systems installed on property the District does not own. The options describe the progression of increased capabilities and integration of the system for use by District Security staff. System standard recommendations remain consistent with the three (3) options.

The District previously developed a Security Camera Implementation Plan in 2015; however, this document does not provide information that would be considered vital to the planning, procurement, installation, operation, and maintenance of the system. Burns & McDonnell recommends reviewing the 2015 Plan and creating

additional policies and procedures for the implementation of a video management system capable of receiving footage from District owned and non-District owned cameras that meet specific minimum technological standards. Aspects that should be considered include but are not limited to:

- System Requirements
- Video Management Software
- Video surveillance system hardware (minimum requirements for server)
- Length of recording time (e.g. 30 days)
- Resolution of recording and live viewing
- Frames per second of recording
- Motion-activated recording vs. continuous recording
- Video analytics requirements (License Plate Recognition)
- Camera requirements
- Dome vs. Box Cameras
- Fixed vs. Pan-Tilt-Zoom vs. 180 and 360 Degree Panoramic Cameras
- Camera resolution (Megapixel, VGA)
- Day/Night and wide dynamic range options
- Authorized users and administrators
- Authorized use of the system
- Vendor

Policies and procedures for the operation of the system should be drafted prior to the procurement of the components necessary to implement the system. This should be accomplished to allow the District to define the objectives of the system including operational capabilities, end-user functionality, areas of coverage, fields of view, etc. This will assist in the development of a Request for Proposal (RFP) and communicating the needs to the vendor responsible for the installation.

A single vendor should be utilized for the acquisition and installation of a security camera system. By doing so, the District will be able to maintain a steady level of standards regarding the type of hardware used and the installation of those components. This can minimize the risks of components being installed inconsistently, or various products being used which can allow for a reduction in costs for the procurement of hardware and software, installation, and maintenance.

The security camera system would optimally be connected via a dedicated fiber optic cabling infrastructure that is currently available throughout the community. A dedicated network for the camera system would allow the District to implement a system with a dedicated pathway and bandwidth, minimizing possible interference from other systems using the network and optimizing system operations. Fiber can allow for the security camera system to transmit data over a dedicated communications line, minimizing latency issues.

Burns & McDonnell recommends that a phased approach be taken with the implementation of a new surveillance system since it will require a significant investment from the District.

Option 1: Stand Alone System for District Owned Properties

Option 1 requires the District to replace the existing stand-alone video recorders with a centralized video management system for District-owned properties. This system should provide live or recorded viewing capabilities from a remote location (e.g. from the North or South Gates, Security Office, patrol vehicles).

The North Gate is equipped with the most recently installed system (software and hardware) in the District. Burns & McDonnell recommends that the District consider installing an upgraded system and components similar to, and compatible with, the system installed at the North Gate.

Currently, systems in use at the various District facilities are stand-alone systems that do not have the ability to be integrated with one another and do not offer remote viewing. This does not allow Security staff to efficiently review video footage from these locations and may cause an increase in overall operations and maintenance costs, as each system must be individually maintained. An enterprise level system would give the District the ability to provide security staff with remote viewing capabilities and extract recorded video footage without having to visit the specific location where the camera (or recorder) is installed. The District would apply updates and maintain the system from a single location rather than at those individual locations, minimizing associated operation and maintenance costs and the time required.

The system should be configured with video analytic software that detects motion and provides notification to Security personnel. Live monitoring is not anticipated or required, and such notifications would assist Security with initiating the appropriate response as early as possible. When motion is detected, the system provides automatic notifications to Security personnel and provides an option for live viewing or the review of recently recorded footage. This allows security personnel to remotely assess a situation and initiate a response if necessary, in many cases without requiring a dispatched Security Patrol Officer.

Burns & McDonnell recommends that security camera coverage around District-owned properties include perimeter coverage, access points leading from exterior to interior, parking lots entrances, vehicle or personnel gates, and exterior assets. This coverage may provide the District sufficient camera coverage, minimizing blind spots, and providing the Security staff with enhanced situational awareness, assessment and response capabilities.

Option 2: Stand Alone Systems Integrated into District Operation

Option 2 involves the District and the other property owners (HOAs, RMCC, and hotel) to install and maintain their own systems, while allowing access to District Security for live or recorded viewing capabilities. Burns & McDonnell recommends that the District coordinate closely with the various property owners to standardize system software and hardware components. This allows the District and property owners to easily add or adjust components to meet future needs while maintaining the ability to integrate with the system. This also allows changes to be made to benefit the entire system (e.g. additional data storage, software upgrades, etc.) in lieu of upgrades to individual systems or purchasing multiple components for each individual system in use.
Similar to Option 1, a security camera system and components that are similar to those used at the North Gate is recommended.

As technology continues to advance, up-to-date system components could be utilized, however, the District and participating entities or property owners should confirm that these systems are backwards compatible and can be integrated with the system in use presently. Individual components (e.g. video recorders, cameras, etc.) can

be installed as older components fail or can no longer be serviced. This allows the District and other entities to phase-in improvements and spread out expenditures.

Future tenants of the retail developments (i.e. chain stores) may already have a security camera strategy in place that will be used for future locations and these entities may wish to deploy the same strategy at properties established in the District. Prior coordination should be conducted with the developer and any possible future tenants to define each party's responsibilities for providing security camera coverage. Burns & McDonnell envisions that the District will be responsible for providing security coverage of public areas (e.g. parking lots, sidewalks). Cameras in these areas should be able to provide video footage of any vehicles entering or exiting the parking area to include vehicle make, model, color, license plates and possibly occupant descriptions. Side walk cameras should provide images that would allow for adequate subject description and possibly identification.

Depending on the future agreements with private property owners and possible desire or need for Security Officers to have access to these systems, the District should provide documentation about the standards for the system. This will allow for private property owners to install a system that is compatible with the District system while allowing the Security staff to view recorded or live video feeds. This access would allow Security staff to conduct remote assessments of situations to determine the appropriate response. An enterprise camera system would allow the residents and various businesses to rely on a more capable Security Department, allow for a consistent response, and assist with more efficient situational awareness.

Option 3: Live Monitoring Capabilities

Option 3 involves the District and various property owners installing a system like that discussed in Option 2, however, the Security staff would provide live monitoring capabilities. This requires an increased investment by the District and participating entities for monitoring staff as well as additional hardware, software, and the dedicated space for live monitoring. This allows the District to provide increased situational awareness in areas where the systems are installed and requires less time to identify security concerns while increasing the possibility of mitigation through more effective assessments and response initiation. The Security staff manning this post would also be able to perform other duties, such as acting as dispatch, receiving calls for service, maintaining logs and other administrative duties. This could allow the Security Gate Officers and Security Patrol Officers to dedicate attention to other security related duties, increasing proficiency, accuracy, and providing a higher quality of service to the community.

Nine (9) additional staff may be necessary to provide live monitoring 24/7. Studies have shown that for active monitoring to be effective, approximately 12-16 video feeds can be simultaneously viewed by a single person. This is assuming the operator's involvement in other low activity tasks. This is also without the use of video analytics that assist in automating the process and provide alarms and notifications to the monitoring individual. Studies for security camera feed per operator ratio have been conducted, but due to the relatively recent emergence of this technology, data is inconclusive. At least two (2) Security personnel would be required for each shift to effectively monitor camera feeds, complete other assigned tasks, and to allow for breaks. Monitoring personnel must be able to divert attention away from monitoring camera feeds to remain effective. After 12 minutes of continuous video monitoring an operator will often miss up to 45% of screen activity, after

22 minutes of viewing, up to 95% is overlooked. The table below represents the possible shift structure for monitoring personnel.

However, the assessment team believes that because of the very low threat environment and rare occurrences of incidents that may require this level of security, live monitoring may not be cost beneficial to the District. As the community grows, if the level or types of incidents changes, additional analysis may be needed to re-evaluate this option. If a system is installed as discussed in Option 1 and Option 2, this would allow the District to quickly create a space for live monitoring while minimizing costs associated with integrating the system with the monitoring center.

POSSIBLE SECURITY CAMERA MONITORING SHIFTS

(See attached table 2 at the back of this report for staffing example S/O is representative of Security Officer).

RECOMMENDATION

Burns & McDonnell recommends that the District utilize Option 2. This option allows Security staff to provide a higher quality of service to the community through enhanced situational awareness and assessment capabilities, and more efficient response initiation. The new system would provide more effective investigative capabilities for the Security staff or local law enforcement through higher video quality and increased areas of coverage. As discussed above, Security staff would have the ability to receive notifications of abnormalities in the area(s) outside of the normal hours of use through video analytics. This may allow Security staff to provide an increased assessment and response capabilities, minimizing the impact a possible incident may have on the area or community.

Cost information in a Rough Order of Magnitude (ROM) format is also presented in Appendix B to assist the District with financial planning to allocate the appropriate resources during the upgrade. Please note that actual costs may vary dependent on the timeline the improvement is completed as well as the brand, model, hardware, and version of software used. A ROM was not provided for Option 2, as it depends on which property owners participate in the collaborative strategy.

APPENDIX A - SECURITY SURVEY RESULTS

Q1 I currently feel safe within the Rancho Murieta boundaries.
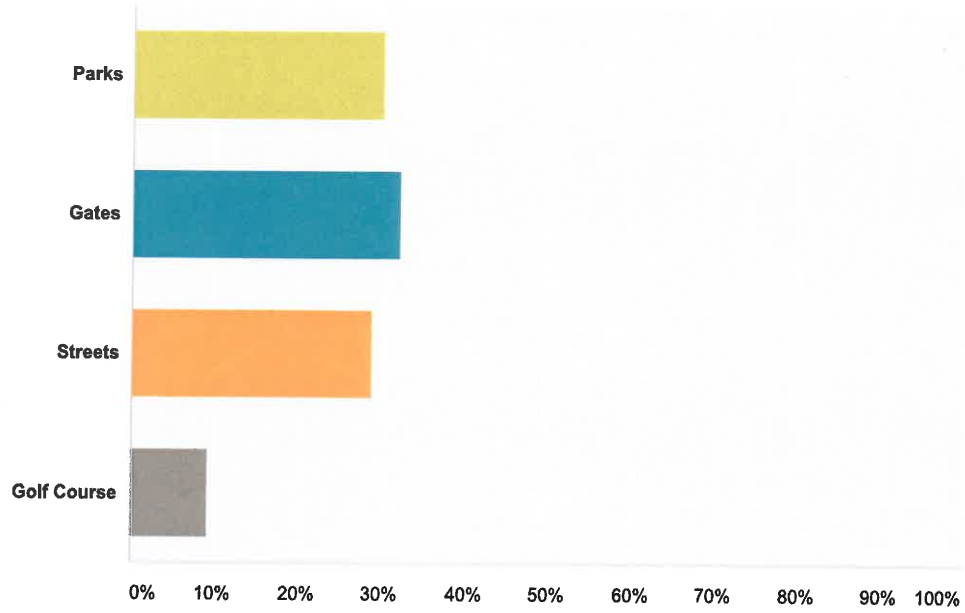
Answered: 443   Skipped: 1
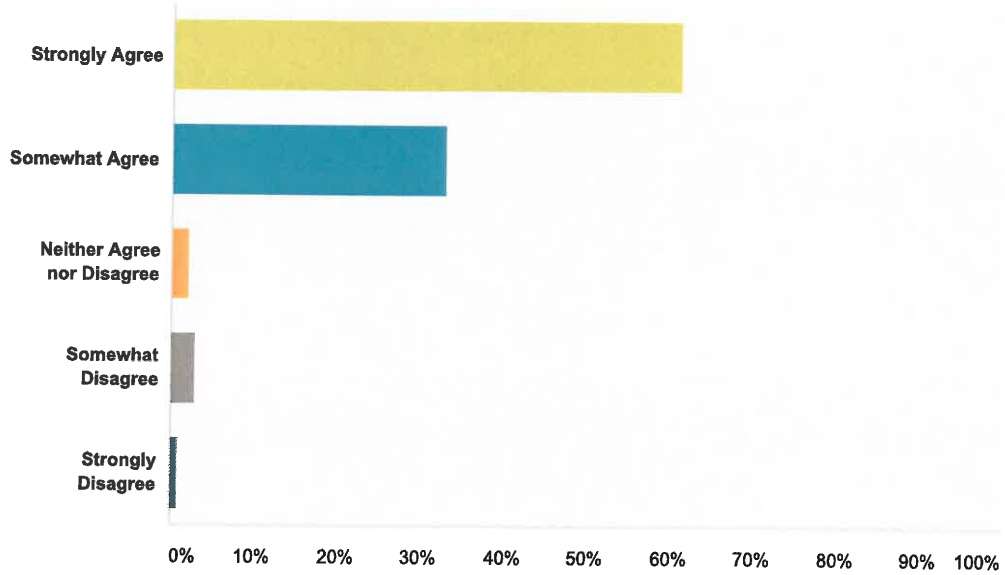
Answer Choices	Responses	
Strongly Agree	61.17%	271
Somewhat Agree	32.96%	146
Neither Agree nor Disagree	2.03%	9
Somewhat Disagree	2.93%	13
Strongly Disagree	0.90%	4
Total		443

Q2 I feel this area poses the greatest security concern:

Answered: 417   Skipped: 27

Answer Choices	Responses	
Parks	29.98%	125
Gates	32.13%	134
Streets	28.78%	120
Golf Course	9.11%	38
Total		**417**

Rancho Murieta Security Survey

Q3 I believe that it is vital to have a person at the North and South gate 24 hours a day.

Answered: 440   Skipped: 4
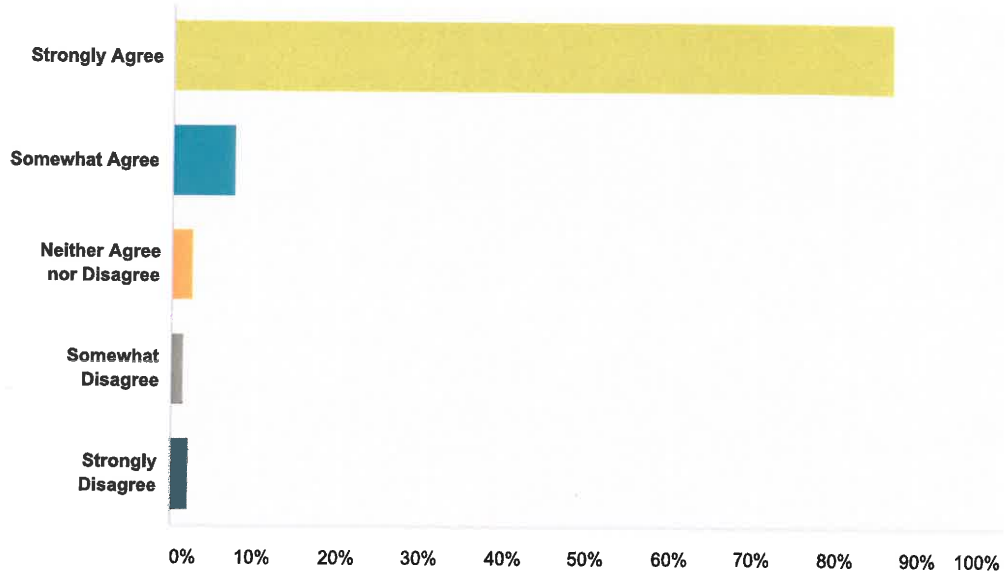
Answer Choices	Responses	
Strongly Agree	86.59%	381
Somewhat Agree	7.50%	33
Neither Agree nor Disagree	2.50%	11
Somewhat Disagree	1.36%	6
Strongly Disagree	2.05%	9
Total		440

Q4 RMCSD officers are best described as:

Answered: 432   Skipped: 12
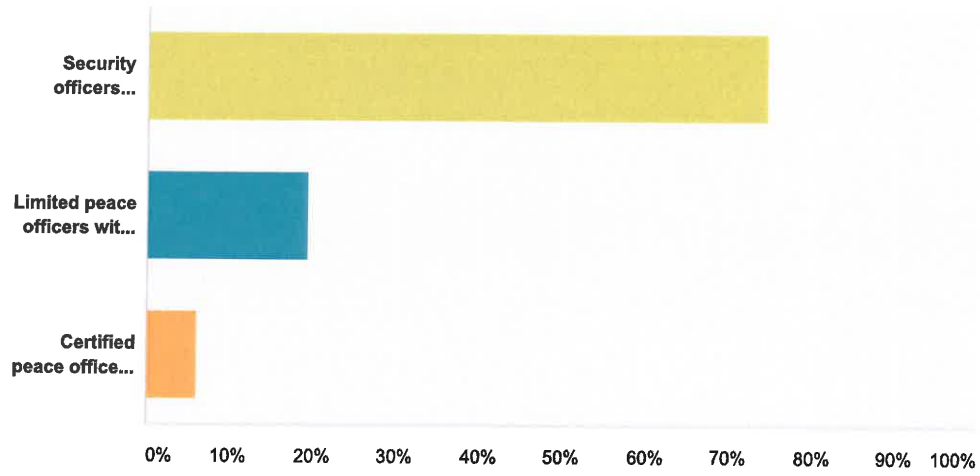
Answer Choices	Responses	
Security officers without power to arrest or investigate.	74.54%	322
Limited peace officers with authority to arrest or investigate while on duty only.	19.44%	84
Certified peace officers with authority to arrest or investigate whenever appropriate.	6.02%	26
Total		432

Q5 When I call RMCSD Security for help, I expect an officer to be empowered to:

Answered: 432   Skipped: 12
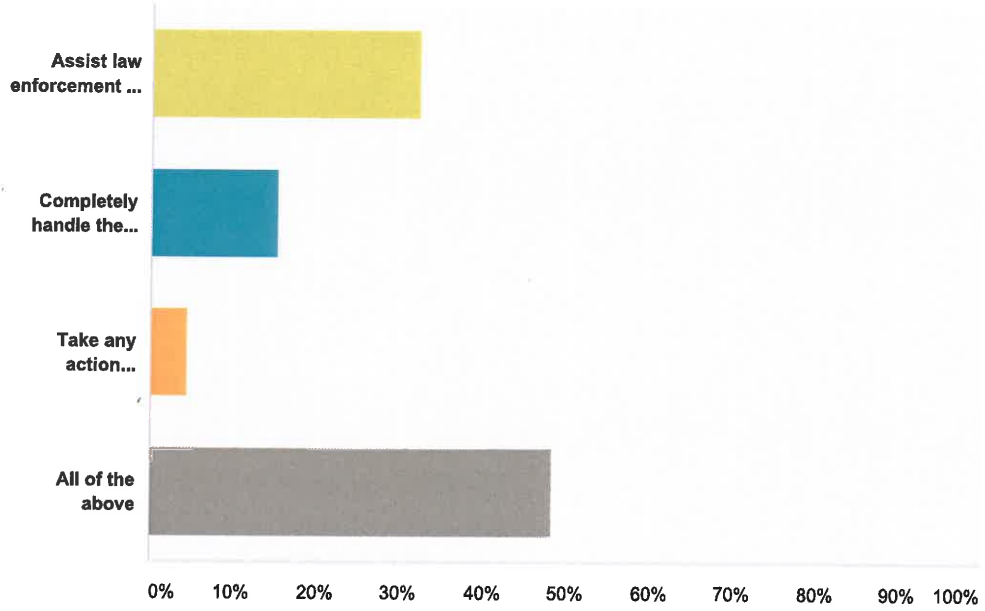
Answer Choices	Responses	
Assist law enforcement in locating my residence.	32.18%	139
Completely handle the incident including any follow up investigation or prosecution.	15.28%	66
Take any action necessary including the use of deadly force, to protect our community.	4.40%	19
All of the above	48.15%	208
Total		432

Q6 I feel surveillance cameras are an adequate measure to provide additional security to meet the future needs of the community.

Answered: 439   Skipped: 5
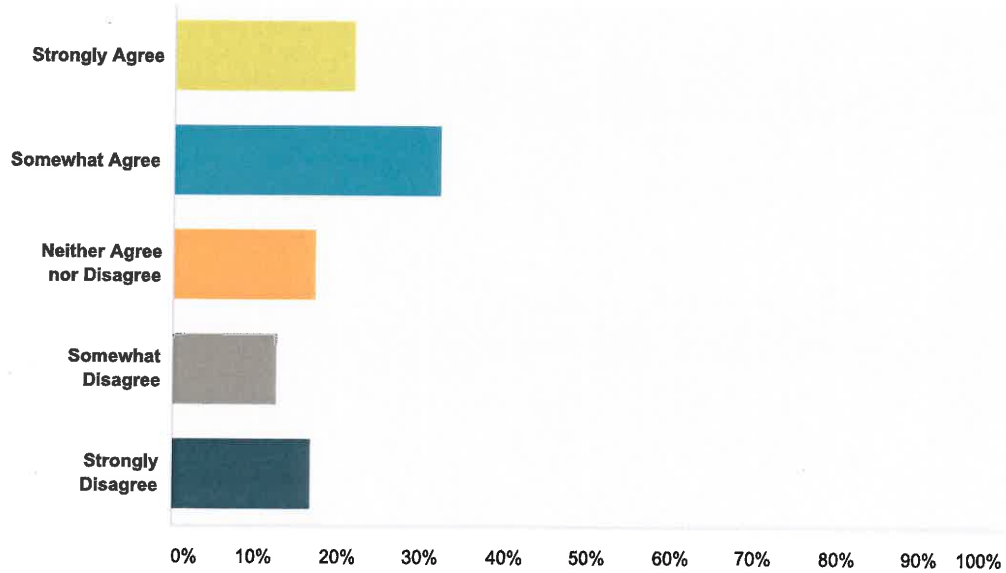
Answer Choices	Responses	
Strongly Agree	21.64%	95
Somewhat Agree	32.12%	141
Neither Agree nor Disagree	17.08%	75
Somewhat Disagree	12.53%	55
Strongly Disagree	16.63%	73
Total		439

Q7 I am willing to pay _____ in additional security special tax to allow for the future support and maintenance of the potential additional security cameras.

Answered: 427   Skipped: 17
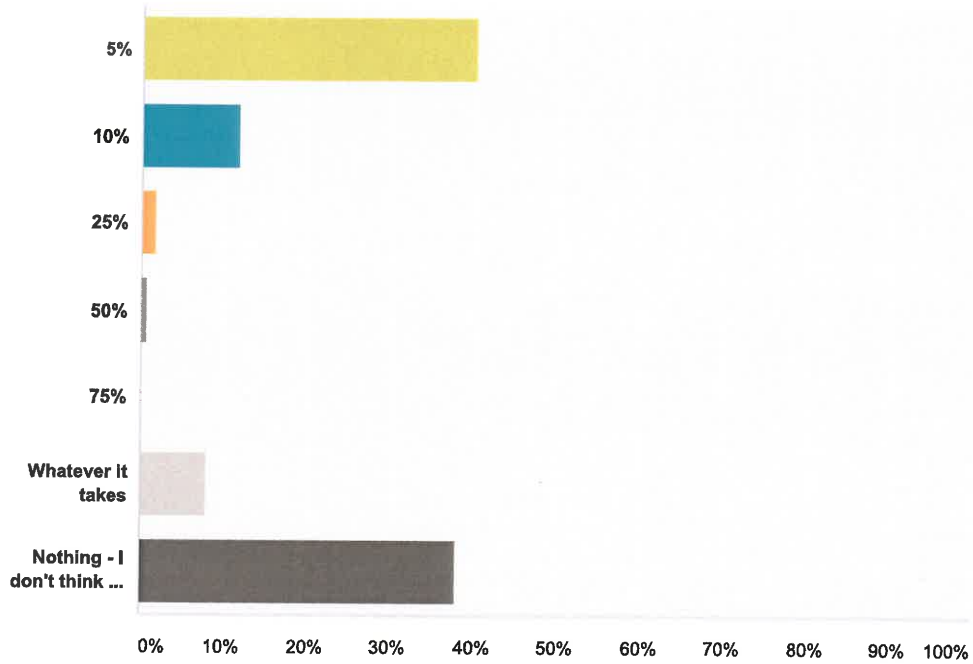
Answer Choices	Responses	
5%	40.05%	171
10%	11.71%	50
25%	1.64%	7
50%	0.70%	3
75%	0.00%	0
Whatever it takes	7.96%	34
Nothing - I don't think we need security cameras.	37.94%	162
Total		427

Q8 I would be comfortable with surveillance cameras in public areas.

Answered: 435   Skipped: 9
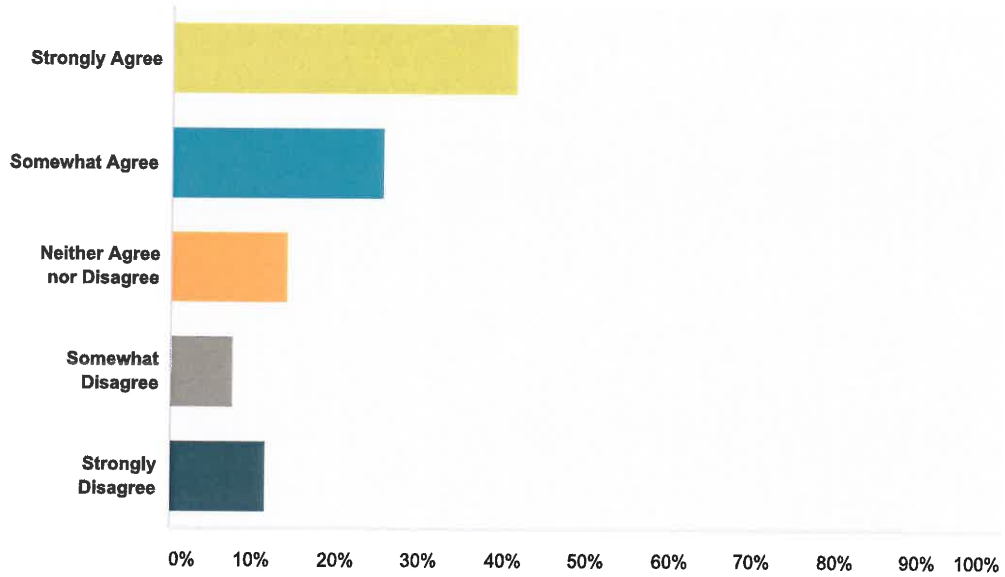
Answer Choices	Responses	
Strongly Agree	41.38%	180
Somewhat Agree	25.52%	111
Neither Agree nor Disagree	14.02%	61
Somewhat Disagree	7.59%	33
Strongly Disagree	11.49%	50
Total		435

Q9 I believe security cameras should be utilized:

Answered: 416   Skipped: 28
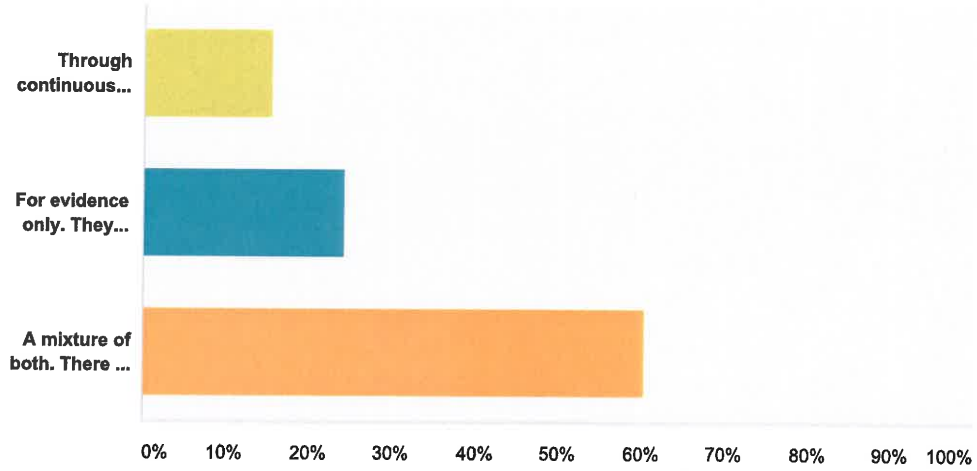
Answer Choices	Responses	
Through continuous active monitoring by security personnel as a means to "patrol" RMCSD.	15.38%	64
For evidence only. They should not be monitored by a security officer.	24.28%	101
A mixture of both. There is no need for the surveillance cameras to be monitored continuously but they should be monitored during certain hours.	60.34%	251
Total		416

Q10 I would prefer that the Escuela Drive gate be an avenue for gaining access into the Rancho Murieta Community.

Answered: 434   Skipped: 10
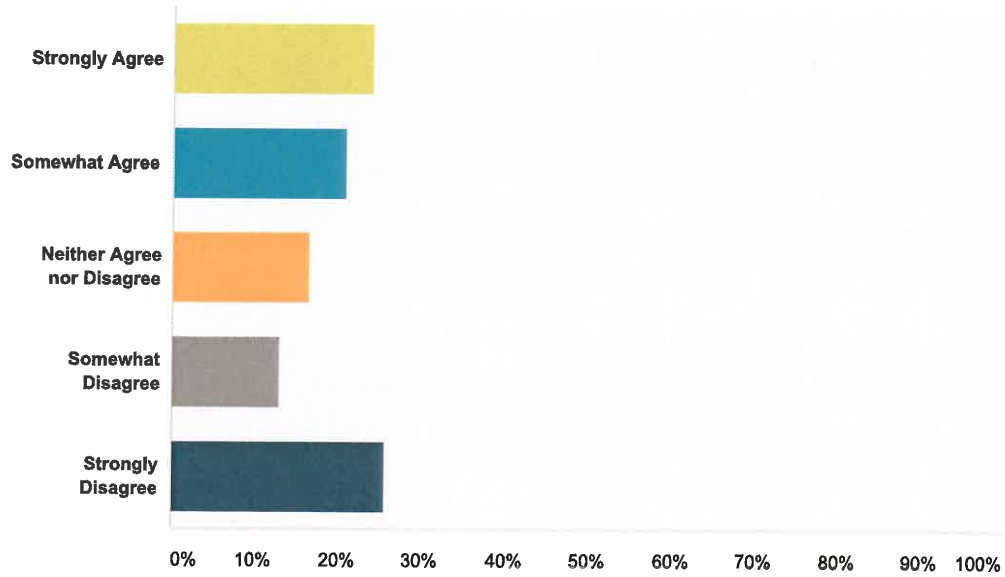
Answer Choices	Responses	
Strongly Agree	23.96%	104
Somewhat Agree	20.97%	91
Neither Agree nor Disagree	16.59%	72
Somewhat Disagree	12.90%	56
Strongly Disagree	25.58%	111
Total		434

Q11 I feel that if/when the Escuela Drive gate is opened, it should be continuously manned with a Security Officer while open.

Answered: 435   Skipped: 9
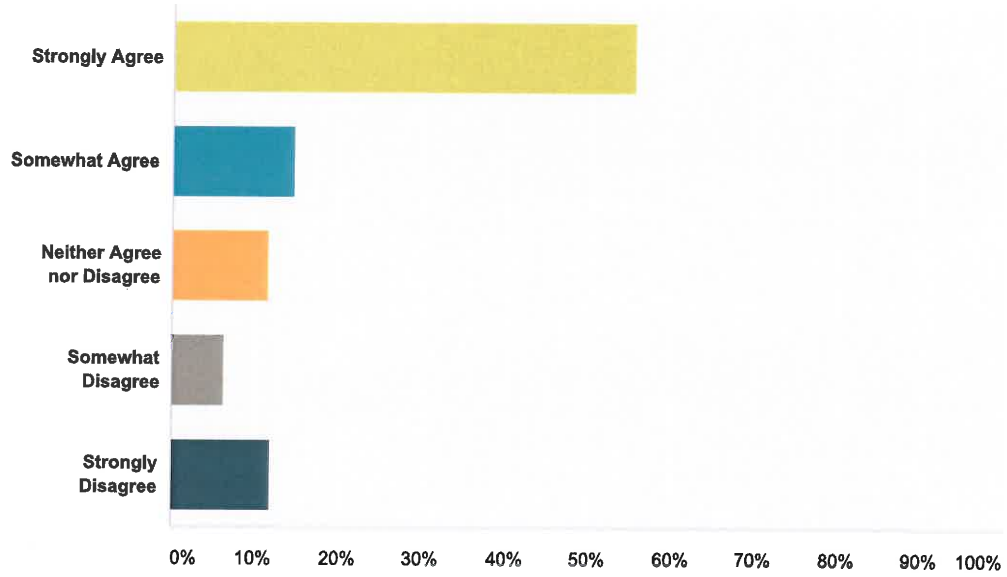
Answer Choices	Responses	
Strongly Agree	55.63%	242
Somewhat Agree	14.71%	64
Neither Agree nor Disagree	11.49%	50
Somewhat Disagree	6.21%	27
Strongly Disagree	11.95%	52
Total		435

Q12 I am willing to pay _____ in additional security special tax to open the Escuela Drive gate and man it with a Security Officer while it is open.
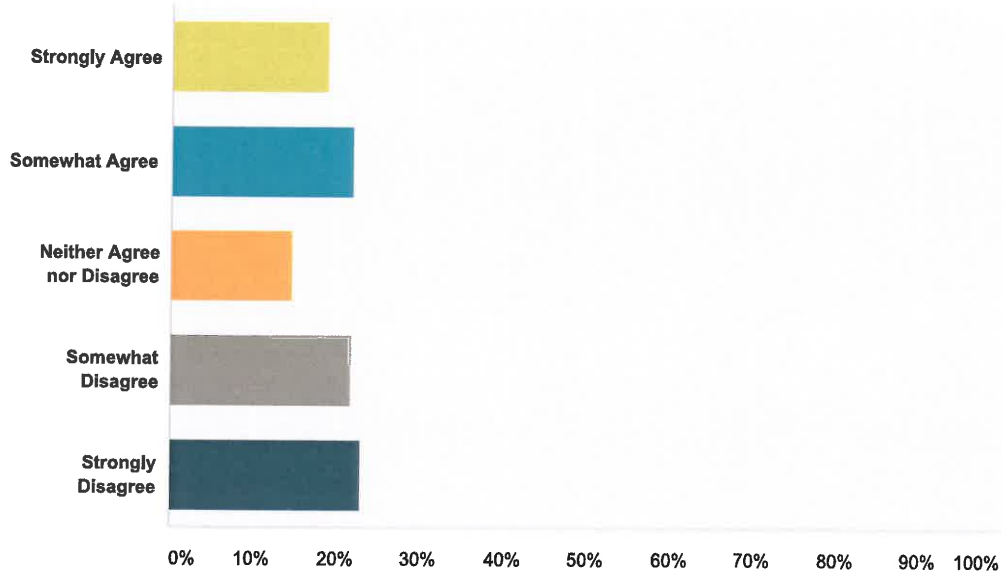
Answered: 413   Skipped: 31
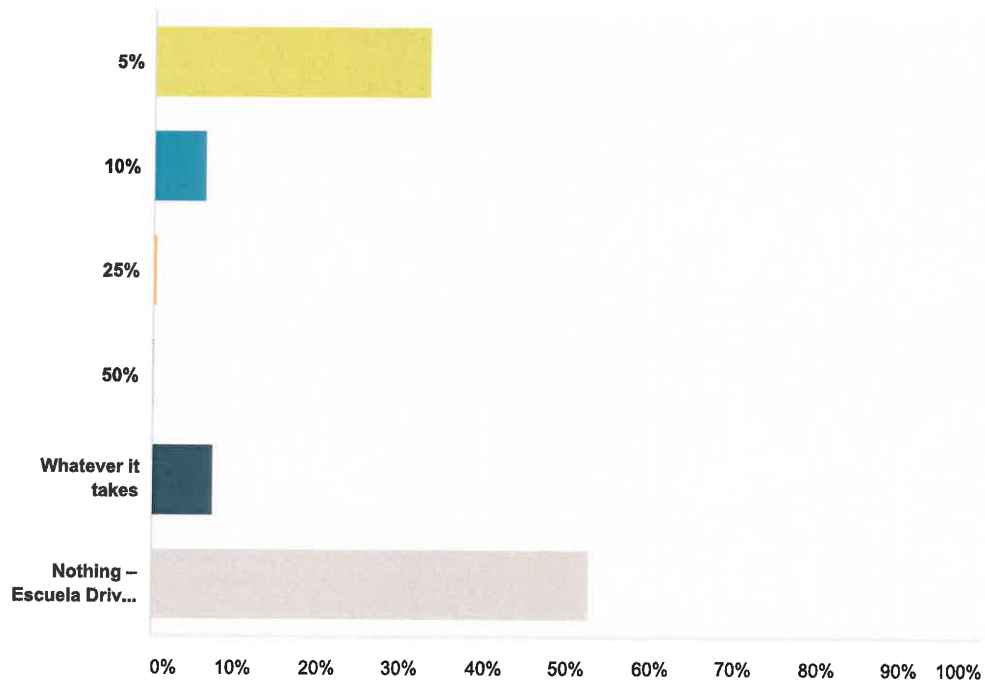
Answer Choices	Responses	
5%	33.17%	137
10%	6.30%	26
25%	0.48%	2
50%	0.24%	1
Whatever it takes	7.26%	30
Nothing -- Escuela Drive Gate doesn't need to be opened.	52.54%	217
Total		413

Q13 I believe the Security Officers have adequate enforcement capabilities.

Answered: 432   Skipped: 12

Answer Choices	Responses	
Strongly Agree	18.75%	81
Somewhat Agree	21.99%	95
Neither Agree nor Disagree	14.58%	63
Somewhat Disagree	21.76%	94
Strongly Disagree	22.92%	99
Total		432

Q14 I believe the Security Officers should have Police Authority.

Answered: 437   Skipped: 7
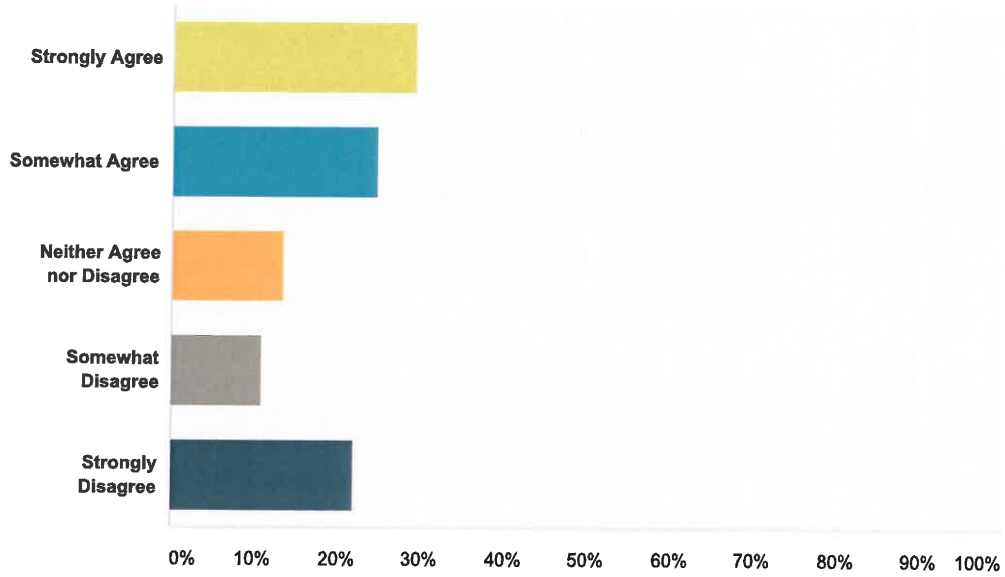
Answer Choices	Responses	
Strongly Agree	29.29%	128
Somewhat Agree	24.71%	108
Neither Agree nor Disagree	13.27%	58
Somewhat Disagree	10.76%	47
Strongly Disagree	21.97%	96
Total		437

Q15 I would be willing to pay _____ in additional security special tax to allow security officers to have police powers.

Answered: 412   Skipped: 32
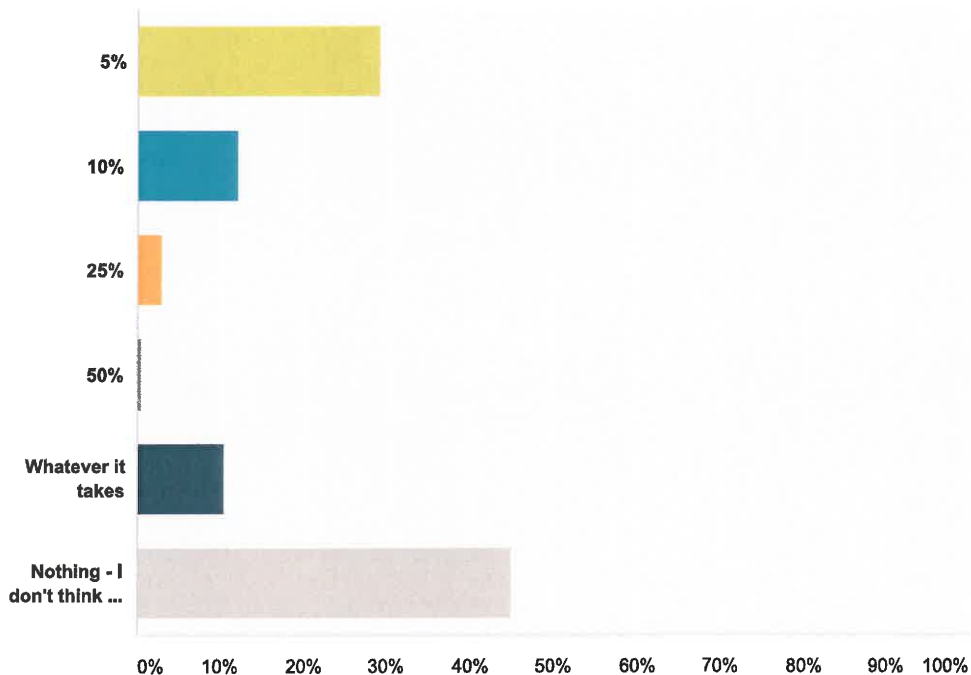
Answer Choices	Responses	
5%	**29.13%**	120
10%	**12.14%**	50
25%	**2.91%**	12
50%	**0.49%**	2
Whatever it takes	**10.44%**	43
Nothing - I don't think the Security Officers should have police powers.	**44.90%**	185
Total		**412**

Q16 I feel that Security Officers should have the ability to issue traffic citations (speeding, parking, DUI, etc.) on the private streets of Rancho Murieta, knowing this could potentially affect Driver's License points.
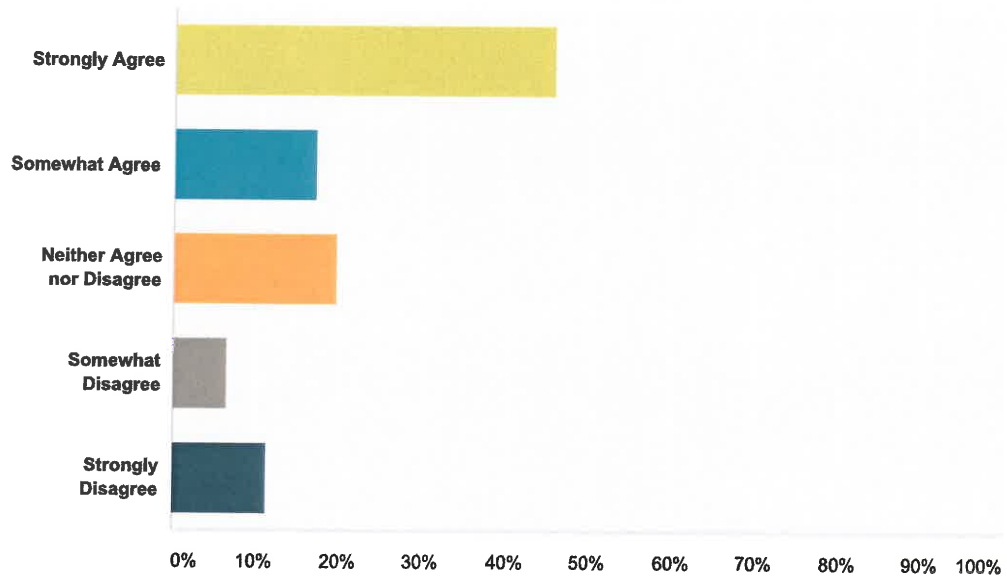
Answered: 431   Skipped: 13
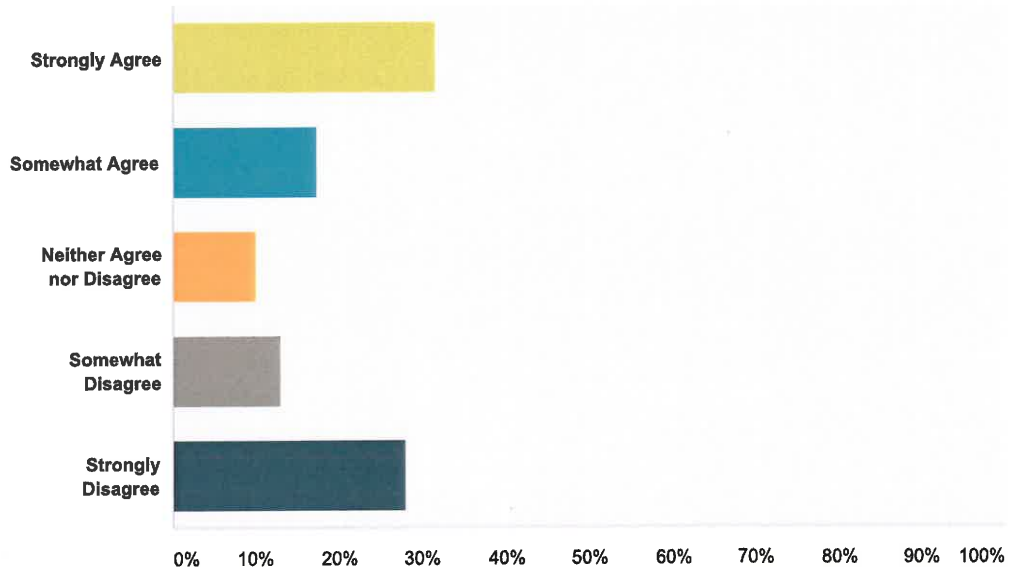
Answer Choices	Responses	
Strongly Agree	31.55%	136
Somewhat Agree	17.40%	75
Neither Agree nor Disagree	9.98%	43
Somewhat Disagree	12.99%	56
Strongly Disagree	28.07%	121
Total		431

Q17 I would like the ability to input my own visitor list through a web-based program in lieu of calling to the Security gate.
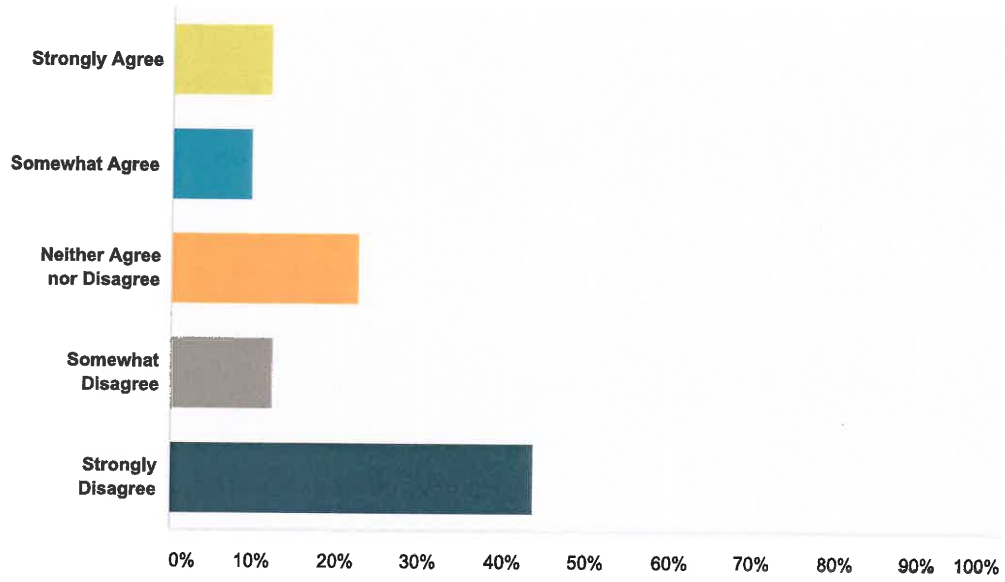
Answered: 434   Skipped: 10

Answer Choices	Responses	
Strongly Agree	45.62%	198
Somewhat Agree	17.05%	74
Neither Agree nor Disagree	19.59%	85
Somewhat Disagree	6.45%	28
Strongly Disagree	11.29%	49
Total		434

Q18 I would like the ability to buzz in my visitor(s) from the security gate through a phone based system.

Answered: 436   Skipped: 8

Answer Choices	Responses	
Strongly Agree	11.93%	52
Somewhat Agree	9.63%	42
Neither Agree nor Disagree	22.48%	98
Somewhat Disagree	12.39%	54
Strongly Disagree	43.58%	190
Total		436

Q19 I would be willing to pay _____ in additional security special taxes for the installation and maintenance of a web-based visitor registration system and a system to "buzz" in my visitors remotely.

Answered: 416   Skipped: 28
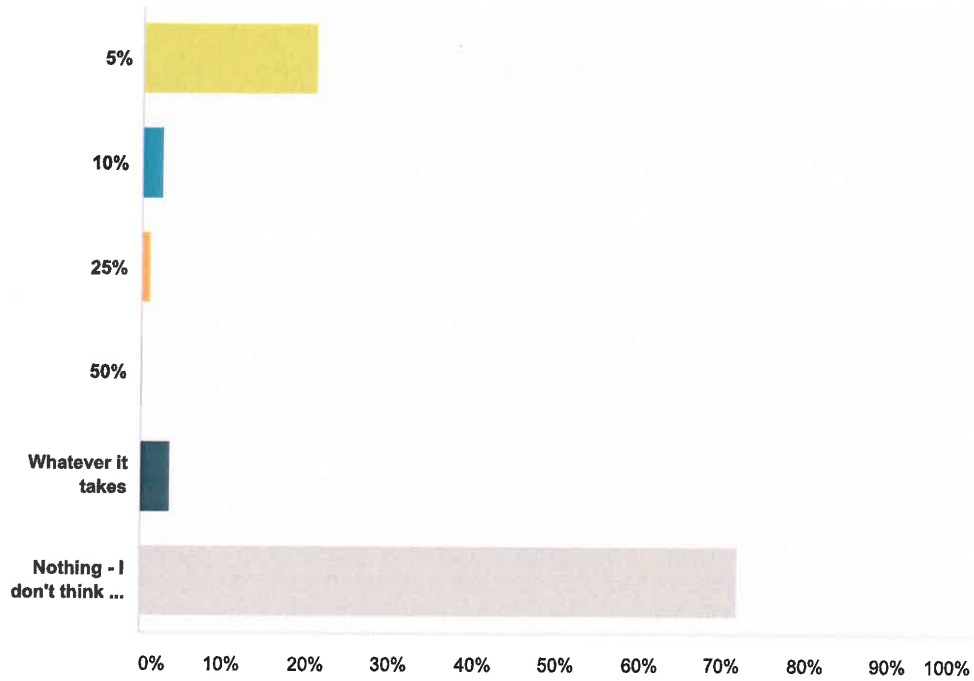
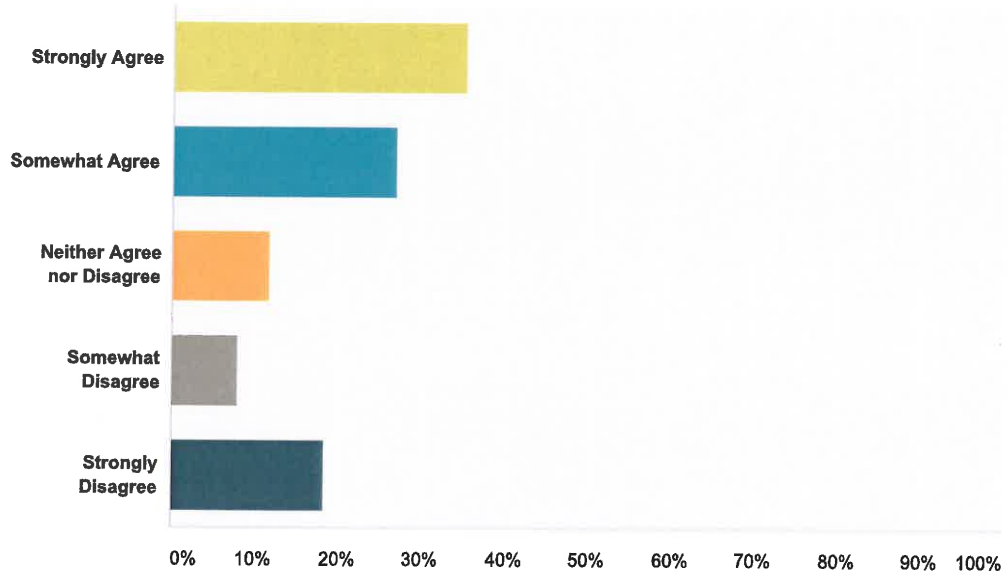| Answer Choices	Responses	
5%	20.91%	87
10%	2.40%	10
25%	0.96%	4
50%	0.24%	1
Whatever it takes	3.61%	15
Nothing - I don't think we need this system.	71.88%	299
Total		416

19 / 33

Q20 I feel that the Patrol Security Officers should be armed.

Answered: 431   Skipped: 13

Answer Choices	Responses	
Strongly Agree	35.27%	152
Somewhat Agree	26.91%	116
Neither Agree nor Disagree	11.60%	50
Somewhat Disagree	7.89%	34
Strongly Disagree	18.33%	79
Total		431

Q21 I feel that the Patrol Security Officers should also be equipped with the following (select all that apply):

Answered: 390   Skipped: 54
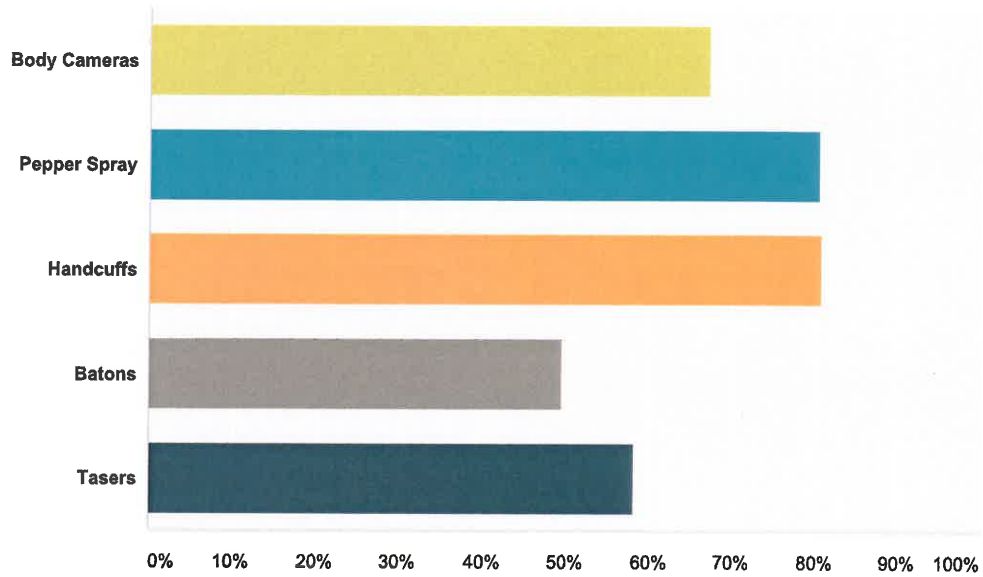
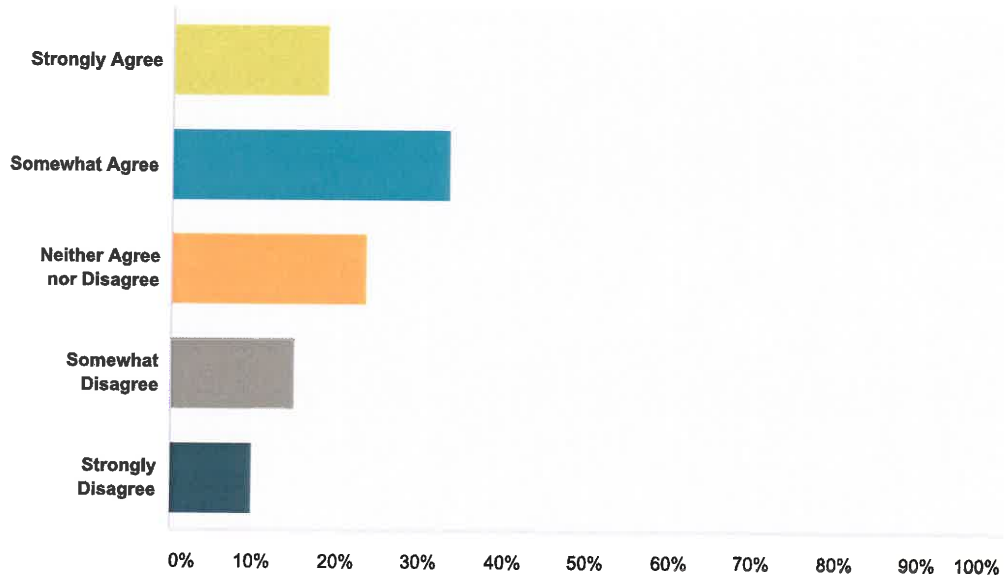| Answer Choices	Responses	
Body Cameras	67.18%	262
Pepper Spray	80.51%	314
Handcuffs	80.77%	315
Batons	49.49%	193
Tasers	58.21%	227
Total Respondents: 390		

Q22 I feel that the Security Department is adequately staffed to carry out the duties currently expected of them.

Answered: 431   Skipped: 13

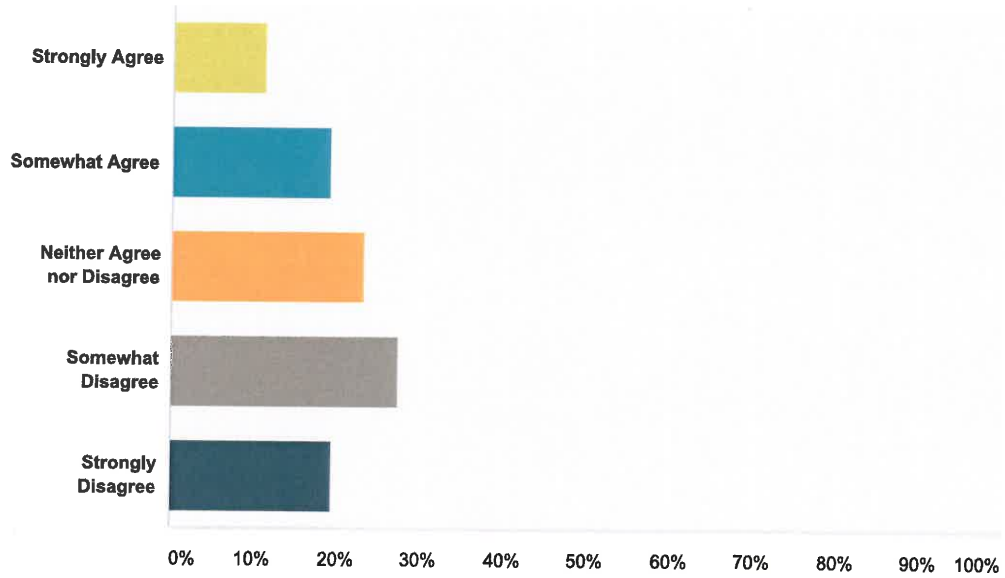| Answer Choices	Responses	
Strongly Agree	18.56%	80
Somewhat Agree	33.41%	144
Neither Agree nor Disagree	23.43%	101
Somewhat Disagree	14.85%	64
Strongly Disagree	9.74%	42
Total		431

Q23 I believe the current staffing levels of the Security Department will be adequate to meet the needs of our growing community.

Answered: 434   Skipped: 10

Answer Choices	Responses	
Strongly Agree	11.06%	48
Somewhat Agree	18.89%	82
Neither Agree nor Disagree	23.27%	101
Somewhat Disagree	27.42%	119
Strongly Disagree	19.35%	84
Total		434

23 / 33

Q24 I believe the current security special taxes are _____ to provide an adequate level of security needed now and in the future.

Answered: 408   Skipped: 36
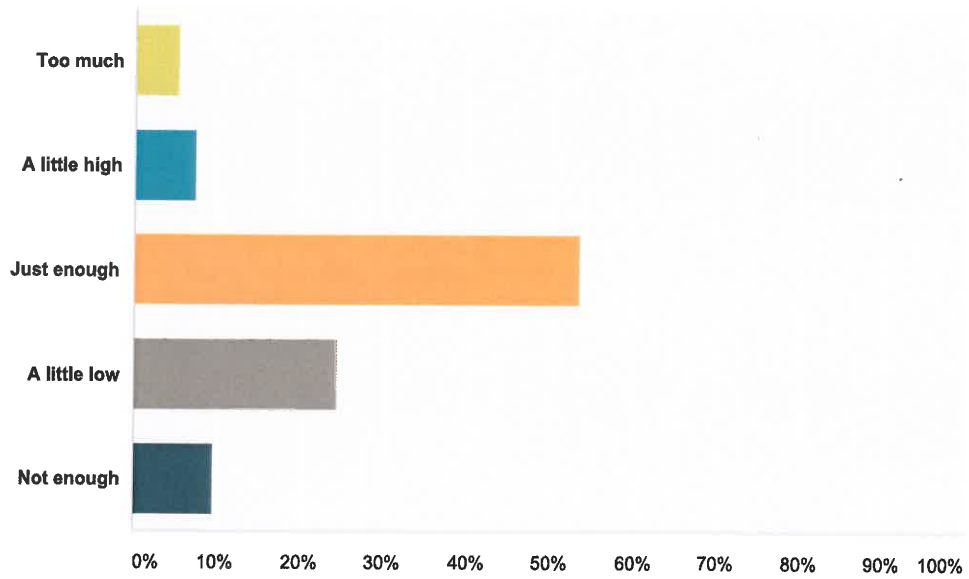
Answer Choices	Responses	
Too much	5.15%	21
A little high	7.35%	30
Just enough	53.43%	218
A little low	24.51%	100
Not enough	9.56%	39
Total		408

24 / 33

Q25 I would be willing to pay _____ in additional security special tax to adequately staff the security department.

Answered: 406   Skipped: 38
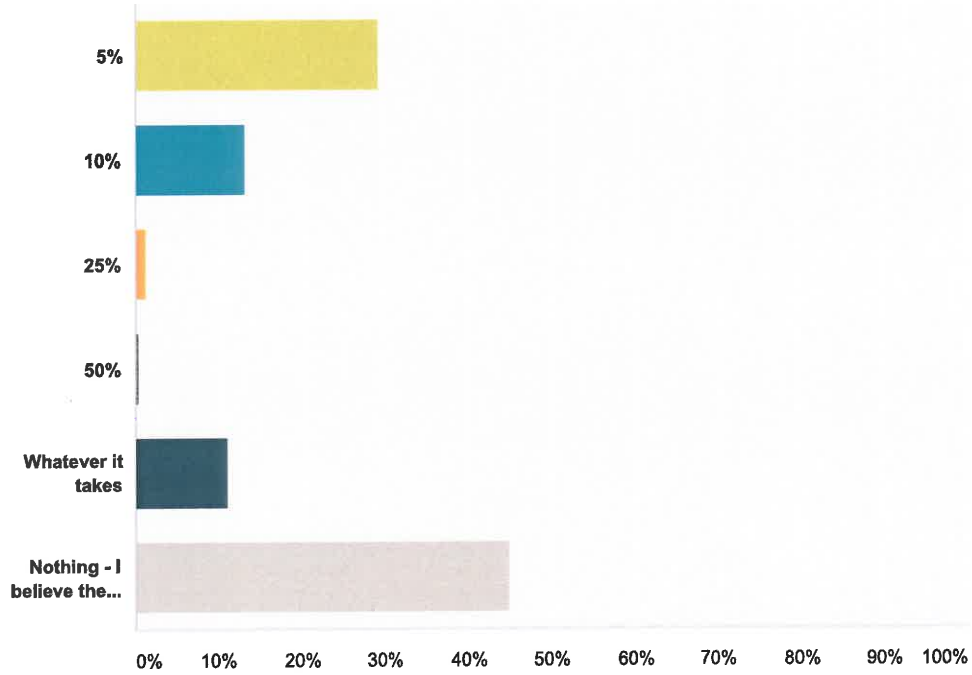
Answer Choices	Responses	
5%	29.31%	119
10%	13.05%	53
25%	1.23%	5
50%	0.49%	2
Whatever it takes	11.08%	45
Nothing - I believe the Security Department is adequately staffed and financed.	44.83%	182
Total		406

Q26 I feel that additional recreational space with organized activities (e.g. a community center) for the youth of Rancho Murieta would decrease the amount of security related incidents involving juveniles.

Answered: 427   Skipped: 17
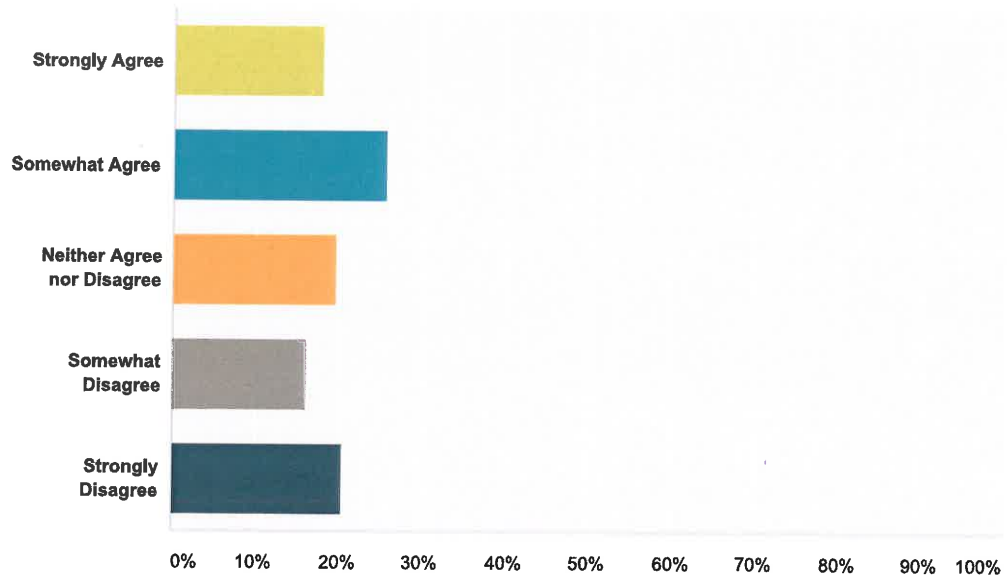
Answer Choices	Responses	
Strongly Agree	18.03%	77
Somewhat Agree	25.76%	110
Neither Agree nor Disagree	19.67%	84
Somewhat Disagree	16.16%	69
Strongly Disagree	20.37%	87
Total		427

Q27 Recognizing that additional recreational spaces could potentially increase HOA dues, I would be willing to pay _____ in additional HOA dues to build recreational spaces (e.g. a community center) for the youth of Rancho Murieta.

Answered: 408   Skipped: 36
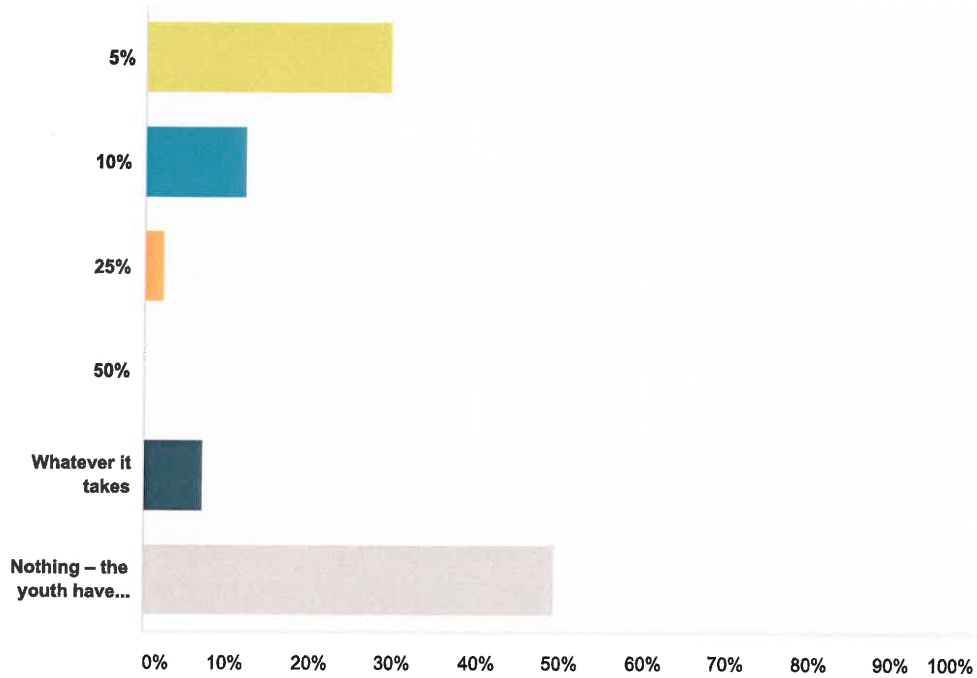
Answer Choices	Responses	
5%	29.41%	120
10%	12.01%	49
25%	2.21%	9
50%	0.00%	0
Whatever it takes	7.11%	29
Nothing – the youth have enough to do.	49.26%	201
Total		408

Q28 I believe the future commercial areas currently under development (hotel, bar, restaurants, etc.) may require additional security staff to adequately meet future security needs.

Answered: 433   Skipped: 11
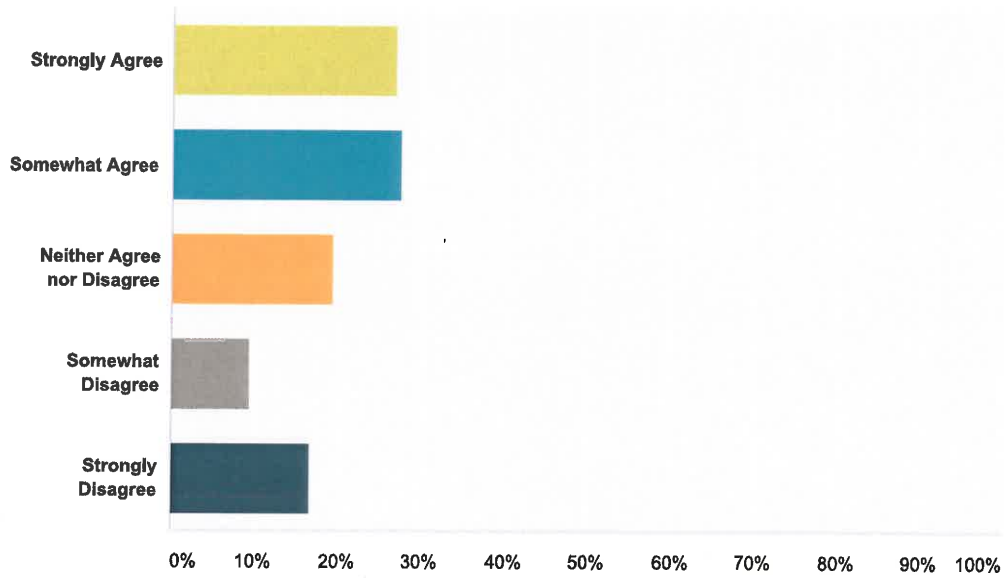
Answer Choices	Responses	
Strongly Agree	27.02%	117
Somewhat Agree	27.48%	119
Neither Agree nor Disagree	19.40%	84
Somewhat Disagree	9.47%	41
Strongly Disagree	16.63%	72
Total		433

Q29 I would prefer that the above mentioned developments be staffed with _____.

Answered: 404   Skipped: 40
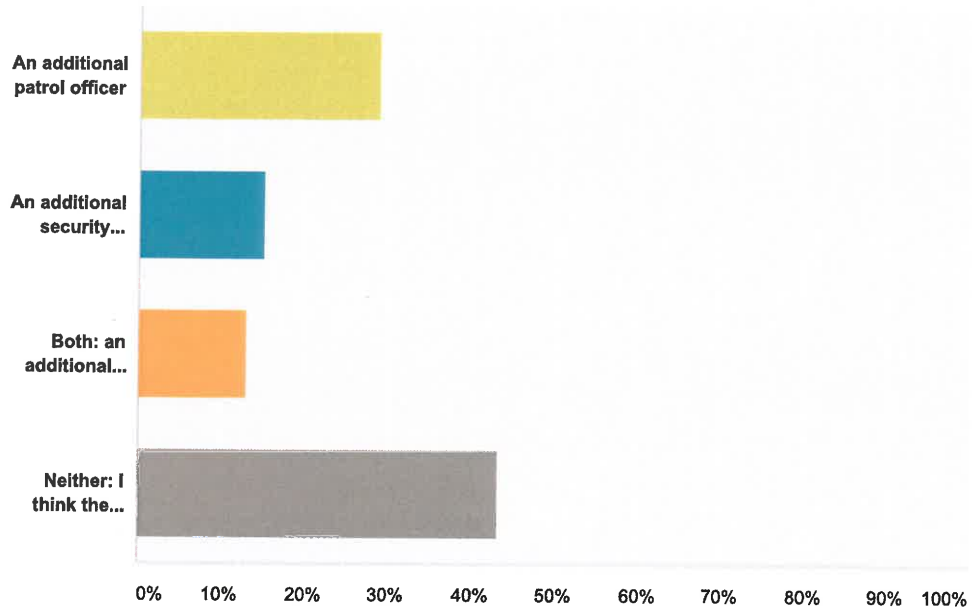
Answer Choices	Responses	
An additional patrol officer	28.71%	116
An additional security officer with a static posting in a central location in this area	15.10%	61
Both: an additional patrol officer and an additional security officer with a static post	12.87%	52
Neither: I think the current security staff can absorb the additional responsibilities.	43.32%	175
Total		404

Q30 I am willing to pay _____ in additional security special tax to provide additional security to meet the increased demand for security due to the commercial developments.

Answered: 398   Skipped: 46
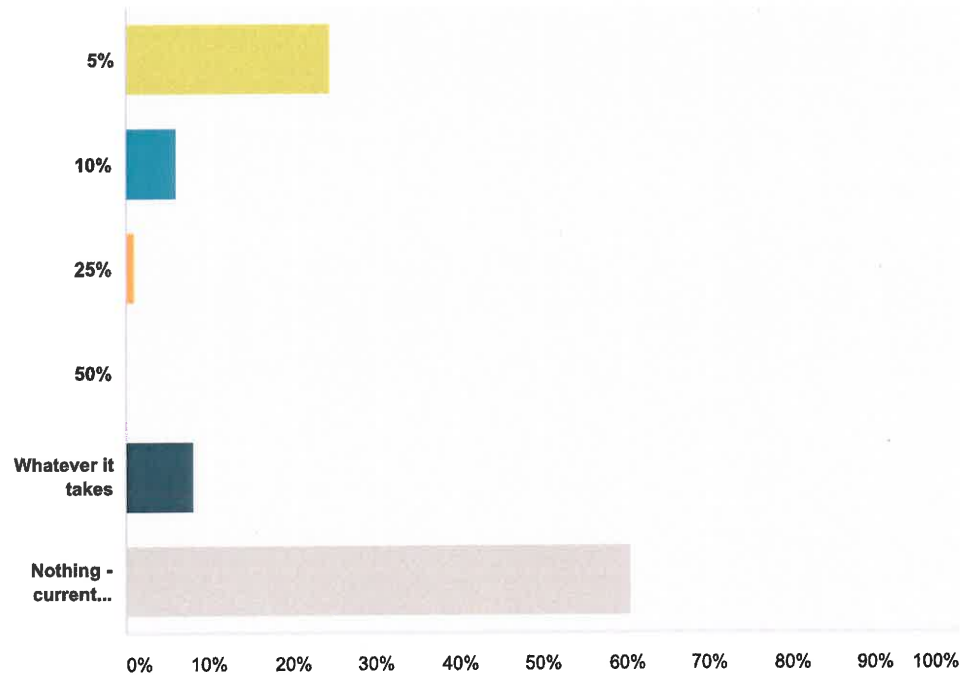
Answer Choices	Responses	
5%	24.37%	97
10%	6.03%	24
25%	1.01%	4
50%	0.00%	0
Whatever it takes	8.04%	32
Nothing - current security can meet the increased demand.	60.55%	241
Total		398

Q31 I live in...

Answered: 433   Skipped: 11
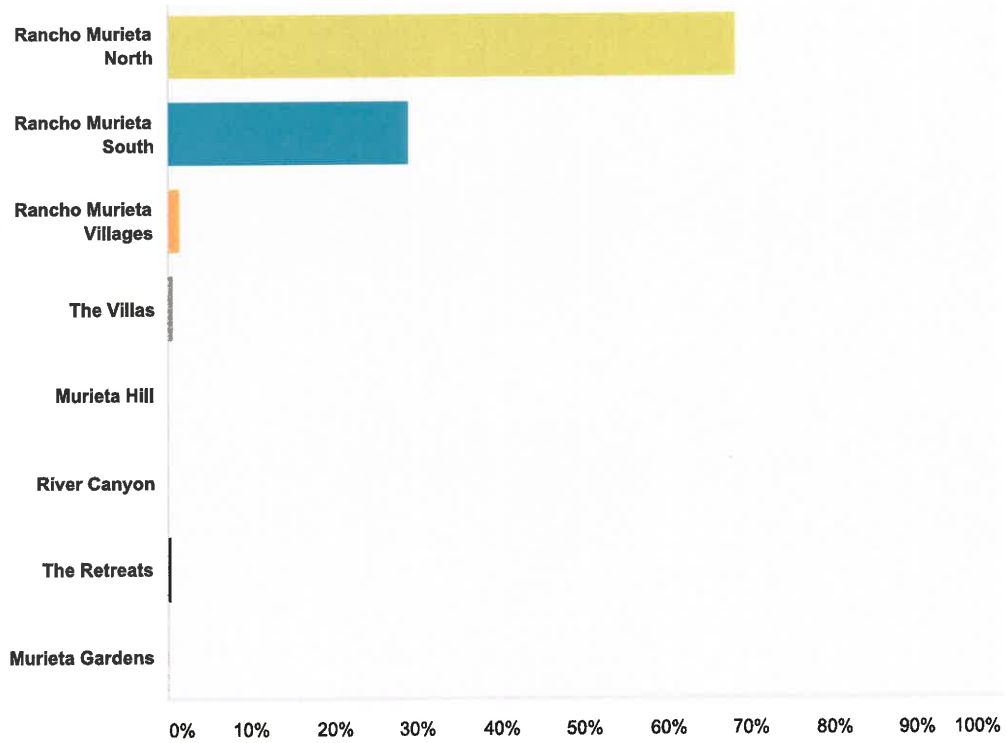
Answer Choices	Responses	
Rancho Murieta North	68.36%	296
Rancho Murieta South	29.10%	126
Rancho Murieta Villages	1.39%	6
The Villas	0.69%	3
Murieta Hill	0.00%	0
River Canyon	0.00%	0
The Retreats	0.46%	2
Murieta Gardens	0.00%	0
Total		433

Q32 Are you a member of the Country Club?

Answered: 436   Skipped: 8
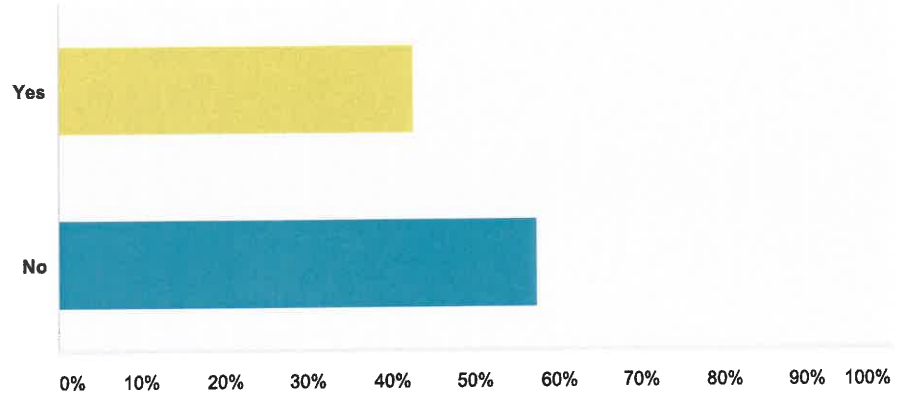
Answer Choices	Responses	
Yes	42.66%	186
No	57.34%	250
Total		436

Q33 I _____ in Rancho Murieta

Answered: 438   Skipped: 6
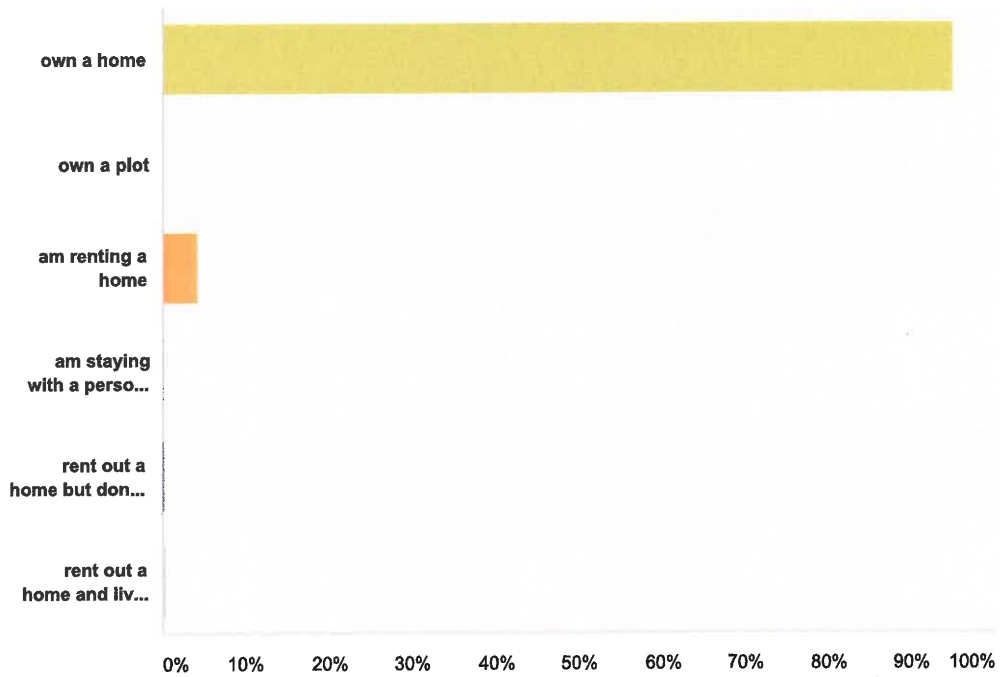
Answer Choices	Responses	
own a home	94.98%	416
own a plot	0.00%	0
am renting a home	4.11%	18
am staying with a person who owns or rents a home	0.23%	1
rent out a home but don't live there	0.23%	1
rent out a home and live there	0.46%	2
Total		438

"Serving Our Community"

Rancho Murieta Security Department
Rancho Murieta Community Services District

Security Strategic Plan

August 2005
Updated August 2010

TABLE OF CONTENTS

RANCHO MURIETA COMMUNITY SERVICES DISTRICT SECURITY DEPARTMENT

Mission Statement

The mission of the Rancho Murieta Security Department is to protect life and property, as well as to provide prompt, courteous and professional service to the public within the Rancho Murieta Community Services District.

GLOSSARY OF TERMS

ABDI	Applications by Design, Inc. (Resident Database Software)
CC&R	Covenants, Conditions, & Restrictions
CSD	Rancho Murieta Community Services District
CVC	California Vehicle Code
District	Rancho Murieta Community Services District
District Property	Real property owned, leased or otherwise controlled by the District
HOA	Homeowners Association
MTI	Murieta Townhomes, Inc.
PIN	Personal Identification Number
RMA	Rancho Murieta Association
RMCSD	Rancho Murieta Community Services District
Safety Center	James L. Noller Safety Center
Security Chief	Person designated s the head of the District's Security Department
SSD	Sacramento County Sheriff's Department
SWOT	Strengths, Weaknesses, Opportunities and Threats
VIPS	Volunteers in Partnership with the Sheriff

1.   EXECUTIVE SUMMARY

The Rancho Murieta Community Services District (District) and the Security Department will use the Security Strategic Plan as the foundation to provide improved security services to the community. The District will see changes and challenges in both community growth and the ability to deliver services in an efficient and cost effective manner.

By developing a Security Strategic Plan, we can plan for and anticipate these changes and challenges. The plan includes details of strategies that will be used to accomplish the objectives.

The Security Strategic Plan goals have been broken down into three areas:

1. Patrol Goals. These goals include enhancing and increasing patrol time and focusing on "safety & security".

2. Gate Goals. These goals include enhancing gate security and enhancing gate operations.

3. Administration Goals. The final area includes managing incident/report tracking, managing the department in a sound fiscal manner, raising public awareness, maximizing strategic partnerships, maintaining/ updating department policies & procedures, and employing a quality workforce.

The "Security Services Satisfaction and Concerns Study, Resident Focus Groups" gave valuable information and input in the development of the plan. The committee members took extra time to contribute to the development of the Security Strategic Plan.

2. STRATEGIC DIRECTION

District Strategic Plan

The District published a District-wide Strategic Plan in August, 2004. The District Strategic Plan contained the following Strategic Objectives:

1. Provide Needed Community Services.

2. Optimize the Level of Services.

3. Employ a Quality Workforce.

4. Maintain Good Relationships.

5. Handle Finances Effectively.

The District Strategic Plan recognized that a Security Strategic Plan was necessary to evaluate security issues and consider what actions to take.

The District Vision includes achieving an appropriate level of local security and addressing the need for adequate roads and reasonable traffic controls.

Security Strategic Plan

The Security Strategic Plan will support the objectives of the District's Strategic Plan with these common objectives. We will look at patrol and gate services to make sure they match the community needs; improve gate and patrol operations to help optimize the level of services; continue to investigate ways to hire, retain and train quality officers; improve communication and interaction with local agencies (including the expanded use of the Safety Center) and monitor expenditures within the department.

3. CURRENT ENVIRONMENT

Security Mission & Authority:

The mission of the Rancho Murieta Security Department is to protect life and property, as well as to provide prompt, courteous and professional service to the public within the Rancho Murieta Community Services District.

The Security Department is comprised of Gate Operations and Patrol Operations. There are currently eight full time and two part-time Gate Officers. The Gate Officers are supervised by the Security Chief and Patrol Sergeant and staff two entrance gates 24 hours a day, 365 days a year. The Patrol staff consists of six Patrol Officers; one Security Chief, one Patrol Sergeant, and four Patrol Officers. These Officers provide patrol services 24 hours a day, 365 days a year, covering the entire District, including residential areas, back areas, the Country Club, commercial areas south of Highway 16, and Murieta Village.

Gate Officers monitor all incoming vehicle traffic that enters the North & South Gates. All incoming vehicles must have a specific destination and be a resident, property owner, or invited guest.

Patrol Officers provide routine patrol throughout the District, and respond to calls for service. and assist local fire and law enforcement agencies when needed. Patrol Officers enforce safety related RMA homeowner's rules and District ordinances on District property. The ordinances include trespassing, curfew, minors in possession of alcohol, and others. These District ordinances allow Officers to issue citations into juvenile and adult court for violations occurring on District property.

Pursuant to Section 61100(j) of the Government Code and authorization of the Local Agency Formation Commission, the District provides security services necessary to protect lives and property within the boundaries of the District. Gate Officers and Patrol Officers are responsible for protecting livings and property by seeking to prevent an incident or offense from occurring in the District. In situations where prevention of an incident or offense is not possible, the function of Gate Officers or Patrol Officers is to observe and report the incident to a law enforcement agency. Gate Officers and Patrol Officers are not peace officers and, except in limited circumstance as authorized by the District Code, Chapter 21, are not responsible for any law enforcement activities, including but not limited to: chasing, apprehending or detaining suspected criminals; investigating criminal acts; or enforcing state or county laws, including traffic regulations.

Rancho Murieta Association:

The Rancho Murieta Association (RMA) is a private homeowner's association located within the Rancho Murieta. District Security Officers provide patrol and gate services for RMA. There are two entrance gates leading into Rancho Murieta that are manned by Gate Officers. Within these gates are homes, the Rancho Murieta Country Club, and undeveloped "back areas" that include the Cosumnes River and five reservoirs. District Gate Officers monitor two entrance gates to ensure that guests and workers are properly checked in. Patrol Officers provide patrol services that include enforcement of safety related homeowner's association rules. These rules are incorporated in the "Observe & Report", Non-Architectural Rules.

Focus Group Perception:

In April, 2004, the District published a "Security Services Satisfaction and Concerns Study, Resident Focus Groups" to gauge the community's level of satisfaction with the Security Department. The results came from meetings with various residents concerning security operations. In general, most participants were satisfied with the level and quality of service provided by the security department. These areas include:

- Patrol visibility and response. *"District (security) usually responds within 5 minutes."*
- Duties and enforcement. *"I'm happy with security given what they are allowed to do and their limited resources."*
- Adequate patrol.

However, there was some dissatisfaction from the focus groups relating to patrol and gate operations that include:

- Contractor/guest/vendor screening at gates. *"The contractor check has to be more thorough…"*
- North gate operations, including turning left onto Lago Drive.
- Lack of authority for juvenile problems.
- Curfew enforcement.
- Time spent on CC&R enforcement. *"(RMCSD should spend) less time enforcing CCR's and more time on crime"*
- Patrol relieving gate breaks reduces patrol time.
- Patrol needs to "meet" the community.

- Lack of activities for juveniles. *"My kids are bored because they are teenagers. They walk to Burger King, that's about it."*
- No alarm monitoring.
- No volunteers.

Strengths, Weaknesses, Opportunities, and Threats Summary (SWOT)

The Security Strategic Plan Committee met to discuss District security operations. During these meetings, the Focus Group results were incorporated with information from the committee to identify strengths, weaknesses, opportunities, and threats (SWOT) to the Security Department.

<u>**S**trengths</u>

Gate Operations

- 24 hour manned gates.
- Barcode entrance systems for residents.
- Computerized resident information system.
- Qualified, trained officers.
- Radio/telephone recorders.
- Cameras-entrance and exit.

Patrol Operations

- 24 hour patrol response.
- Overlapping patrol.
- Portable computers.
- Good report with community.
- Quick response time.
- Visibility.
- Qualified, trained officers.
- District Ordinance citations.
- Highway 16 parking enforcement.
- Off-Duty Sacramento County Sheriff's Department (SSD) patrol.

<u>**W**eaknesses</u>

Gate Operations

- North Gate location and operations.
- Lack of guest screening knowledge by residents.
- Employee job growth potential.

Patrol Operations

- Speeding/Stop sign enforcement.
- Animal (loose/barking dog) call time.
- Employee motivation.
- Resident's perceptions of authority and responsibility.
- Employee job growth potential.
- Animal kennel.
- Incident tracking.
- Outside RMA/public activities.
- Lack of guest screening knowledge.

Opportunities

Gate Operations

- Internet guest registration.
- Guest photos.
- Partner with RMA on construction monitoring.
- Change barcode.
- Additional cameras.

Patrol Operations

- Focus on safety vs. CC&R's.
- Safety Center.
- Wireless communication.
- Incident tracking.
- Additional PR programs.
- Partner with SSD.
- Partner with CHP.
- Adopt vehicle code-RMA.

Threats

Gate Operations

- High traffic volume.
- Employee turnover.
- Older population.

Patrol Operations

- Community pool/building/parks.
- Pedestrian bridge over river.
- Expanded patrol area.
- Employee turnover.
- Lack of public knowledge of abilities and responsibilities.
- Multiple HOA's.
  - South of 16.
  - Consistency of rules.
  - Enforcement.
- Older population.

Administration

- Loss of revenue.
- Future legislation.

The SWOT analysis, along with the focus group information, and an assessment of problems, causes & solutions, led to development of the strategic plan.

4.   SECURITY STRATEGIC PLAN

Vision

As the community's most visible representatives, the Security Department strives to respond to the needs of the District 24 hours a day, seven days a week. Our goal is to provide the best service possible to make Rancho Murieta a great place to live, work, and visit.

Problems/Solutions

The "Resident Focus Groups" study, along with input from the Committee and some Security Officers, helped determine the problems, solutions, goals, and actions.

Gate Operations

These problems and solutions include: guest/vendor/construction screening, unannounced visitors, North Gate delays and back-ups during peak hours, telephone coverage, vendor/guest counts, and employee motivation/advancement.

North Gate Facility/Location

These issues include: location of the gate, visitor lane back-up, left turn traffic, barcode location, internal space layout, power constraints, generator, parking, training, incident tracking statistics/mapping, and lack of guest screening knowledge.

Patrol Operations

These issues include: stop sign/speeding enforcement, Chief's administration time, and training.

Goals

Patrol Goals

- Goal 1-Enhance/Increase Patrol Time
- Goal 2-Focus on "Safety and Security"

Gate Goals

- Goal 1-Enhance Gate Security
- Goal 2-Enhance Gate Operations

Administration Goals

- Goal 1-Manage Incident/Report Tracking
- Goal 2-Manage Department in Sound Fiscal Manner
- Goal 3-Raise Public Awareness
- Goal 4-Maximize Strategic Partnerships
- Goal 5-Maintain/Update Department Policies and Procedures
- Goal 6-Employ Quality Workforce

Strategies and Action Steps

Patrol Goal 1 - Enhance/Increase Patrol Time.

- Expand alternative patrol personnel.
    - Utilize Sacramento Sheriff's Department (SSD) off-duty officers for cover officer.
    - Utilize Volunteers In Partnership with the Sheriff (VIPS).
- Add staff and/or equipment.
    - Expand SSD off-duty.
    - Obtain additional laptops.
    - Expand VIPS.
- Reduce patrol administrative time.
    - Enhance effectiveness of laptops.
    - Upgrade and enhance ABDI (resident database software).
    - Reinforce training and use.

Patrol Goal 2 - Focus on "Safety and Security".
- Improve speeding/stop sign enforcement.
    - Directed enforcement.
    - Authorize California Vehicle Code (CVC) on RMA streets.
    - Increase RMA fines.
- Delegate back CC&R's to RMA.
    - Respond only to safety violations & calls for service.
    - Refer CC&R non-safety violations to RMA.
- Evaluate "Non-Safety" response.
    - Refer CC&R non-safety violations to RMA.
    - VIPS respond to CC&R violations.
- Enhance remote patrol.
    - Install cameras at remote locations.
    - Investigate ability to monitor cameras on laptop.

Gate Goal 1 - Enhance Gate Security.
- Better screening of guests.
    - Follow procedures consistently.
    - Educate residents on procedures.
    - Reconfigure North Gate.
- Improve Guest Registration.
    - Educate residents of procedures. (call ahead, PIN Number)
    - Internet registration.

- o Implementation.
- Improve Contractor/Vendor Screening.
  - o Educate on entrance procedures.
  - o Follow procedures consistently.
  - o Obtain a contractors list from RMA for lot construction.
- Ease Guest Entry.
  - o Educate residents on procedures.
  - o Remodel South Gate window.
  - o Additional resident lane at new North Gate.
- Enhance Post Entry Tracking.
  - o Update cameras.
  - o Hand out passes.
  - o Re-issue barcodes on a regular basis.
- Consider New Fence/Gate Improvements.
  - o Relocate North Gate.
  - o Do not provide left turn on Lago Drive.
  - o Add fencing to funnel pedestrians to sidewalk.

Gate Goal 2 - Enhance Gate Operations.

- Separate resident/visitor lanes.
  - o Relocate new North Gate.
  - o Provide additional resident lane north.

- Evaluate Interior Space/Equipment Improvements.
  - o Provide operational input for new North Gate.
  - o Change internal layout.
  - o Obtain additional supply cabinets.
  - o Upgrade furniture.
- Optimize Gate Arm Timing.
  - o Investigate increased entry speeds.
  - o Better resident education on gate arms.
  - o Provide additional merge lane length.
- Improve Resident Access.
  - o Relocate North Gate.
  - o Provide additional resident lane.

Administration Goal 1 - Manage Incident/Report Tracking.

- Information availability.
    - Expand incident tracking-ABDI.
    - Implement incident mapping.

Administration Goal 2 - Manage Department in Sound Fiscal Manner.

- Stabilize costs.
    - Budget impacts of new development.
    - Monitor expenses to stay within budget.

Administration Goal 3 - Raise Public Awareness.

- Improve community knowledge.
    - Feature regular security articles in Pipeline.
    - Expand RMA Channel 5 security stories.
    - Use flyers/bulletins as needed.

Administrative Goal 4 - Maximize Strategic Partnerships.

- Cooperation and Interaction with Agencies.
    - Expand partnerships with SSD.
    - Expand partnerships with VIPS.
    - Expand and enhance information sharing w/agencies.

Administrative Goal 5 - Maintain/Update Department Policies and Procedures.

- Continuous monitoring and updating.
    - Set vision for policy and procedures.
    - Evaluate effectiveness of current policies & procedures.
    - Review annually with the RMA-gate and observe & report policies.

Administrative Goal 6 - Employ Quality Workforce.

- Retain Long Term Employees.
    - Compensation scenarios-consider alternatives.
    - Provide continuous training/cross-training.
    - Expand recognition program.

5. SCHEDULE/BUDGET

Goal	Priority	Target Date	Budget
PATROL GOALS			
Goal 1 Enhance/Increase Patrol Time			
Expand alternative patrol personnel	Medium	Ongoing	In Budget
Add staff and/or equipment	Medium	7-06	In Budget
Reduce patrol administrative time	Med/Low	7-06	In Budget
Goal 2 Focus on "Safety & Security"			
Improve speeding/stop sign enforcement	High	Ongoing	In Budget
Delegate CC&R's to RMA	Medium	8-05	In Budget
Evaluate "Non-Safety" response	Medium	10-05	In Budget
Enhance remote patrol	Low	1-07	
GATE GOALS			
Goal 1 Enhance Gate Security			
Better screening of guests	High	8-05	
Improve guest registration	High	10-05	
Improve contractor/vendor screening	High	10-05	
Ease guest entry	Medium	10-05	
Enhance post entry tracking	Med/Low	9-06	
Consider new fence/gate improvements	Low	9-06	RMA
Goal 2 Enhance Gate Operations			
Separate resident/visitor (North Gate)	Low	9-06	RMA
Evaluate interior space/equipment improvements	Low	9-06	RMA
Optimize gate arm timing	Low	9-06	RMA
Improve resident access	Low	9-06	RMA
South gate window remodel	MED	7-06	$50,000

Goal	Priority	Target Date	Budget
ADMINISTRATION GOALS			
Goal 1 Manage incident/report tracking			
Information availability	High	10-05	$1,000
Goal 2 Manage department in sound fiscal manner			
Stabilize costs	High	Ongoing	In Budget
Goal 3 Raise public awareness			
Improve community knowledge	Medium	7-06	$1,000
Goal 4 Maximize strategic partnerships			
Cooperation and interaction with agencies	Medium	7-06	In Budget
Goal 5 Maintain/update department policies and procedures			
Continuous monitoring and updating	Medium	1-06	In Budget
Goal 6 Employ quality workforce			
Retain long term employees	Medium	7-06	In Budget

* In Budget – in current fiscal year budget.

2017 SECURITY ASSESSMENT AND SURVEY ACTION PLAN

BACKGROUND

In 2005, a Security Security Strategic Plan was written. The intent was to use it as a foundation to improve services to the community. The plan recognized then, that the District would see changes and challenges in community growth and the ability to provide services in an efficient and cost-effective manner. Back then, the identified issues, and anticipated future issues are some of the same we are facing today; speeding/stop sign enforcements, limited funding for Security, working with Rancho Murieta Association (RMA) in rule enforcement etc. Residential Focus Groups were held to illicit help and ideas from the community. Since 2005, the community has grown, and the demographics have also changed, however some of the issues have not.

As you look through the strategic plan, which was updated in 2010, some of the areas of concern such as staffing, maintaining a quality workforce, use of technology, patrol and gate duties, security authority, and department funding were also areas identified in the 2017 Burns and McDonnell Assessment. A survey of residents was conducted by Burns and McDonnell and some similar issues were identified as they were back in 2005. In looking at the Strategic Plan, most of the same issues apply today.

The original intent of the Burns and McDonnell Security Assessment was to study the Security Department operations and evaluate and make recommendations on possible reorganizational and operational changes. Additionally, to create a District wide camera strategy plan. The Assessment went into other areas but did not address the use of developer impact fees. They addressed the need for increased staffing now to improve services and additional staffing due to the growth of the community. What it does not do is go into the authority, scope, and how services are to be provided. This was not part of the scope because this was all done in 2008 when a series of open Board meetings, public hearings, and input from the community was used, along with a Security Study and Survey that was commissioned by the Board. A District wide camera plan was done in 2010 and updated in 2012 by then Chief Remsen. The Burns and McDonnell assessment also has three (3) camera plans they came up with, which mirrors Chief Remsen's plans.

The 2017 Burns and McDonnell Assessment includes a questionnaire that was distributed as a public survey. They also held a public meeting on how the Security Department currently operates and if the community felt that security is adequate or not. If not, the residents were additionally asked about funding and paying an increase in security fees to increase the Security Department. This will be discussed later.

In April 2018, at the Security Committee meeting and the following Board meeting, we released our summary report of the Burns and McDonnell Assessment. The Assessment in its entirety, along with their summary of findings, was released publicly except for some operational information that was redacted for safety and security reasons. We included our statement if we *agree* or *disagree* with their findings. These were the only staff comments added to the Assessment. We also released the public survey and its findings.

ROLE OF SECURITY STAFF

As defined in District Code, Chapter 21, Section 3.01 and pursuant to Section 61100(j) of the Government Code and authorization of the Local Agency Formation Commission, the District provides Security Services necessary to protect lives and property within the boundaries of the District. Security provides the following general services:

- Provide 24-hour, 7 day a week mobile patrols throughout the entire District.
- Serve as visible deterrent to crimes and unauthorized activities as defined by the Rancho Murieta Home Owners Association CC&R rules.
- Provide radio dispatched response to certain calls for service within the District.
- Enforce certain non-architectural rules under the RMA CC&Rs.
- Security Gate Officers are those individuals hired by the District to perform duties related to the 24-hour, 7 day a week control and monitoring of access to gated portions of the District.

Security Gate Officers and Security Patrol Officers are responsible for protecting lives and property by seeking to prevent an incident or offense from occurring in the District. In situations where prevention of an incident or offense is not possible, the function of Security Gate Officers or Security Patrol Officers is to observe and report the incident to a law enforcement agency, such as the Sacramento County Sheriff's Department (SSD).

Patrol Officer Duties
Patrol Officers provide mobile, uniformed, armed patrol, 24 hours a day, 7 days a week, throughout the entire District. Patrols provide a visible presence and deterrent to crime, malicious mischief and CC&R rule violations. Some of the main duties of the Patrol Officers are:
- Patrol
- Respond to calls for service such as:
    - Suspicious Circumstances, suspicious persons, suspicious vehicles
    - Disputes
    - Disturbing the peace
    - Juvenile problems
    - Alarms: burglary, fire, car
    - Vehicle accidents
    - Fire Assist: medical calls, fires, propane leaks
    - Vandalisms
    - Thefts
    - Burglaries
    - Trespassing
    - Water leaks
    - Civil issues
    - Traffic hazards
    - Dead animals
    - RMA rule violations such as:

- - Barking dogs
  - Loose dogs
  - Speeding
  - Stop sign violations
  - Unlicensed drivers
  - Golf cart violations
  - Parking complaints
  - Parking citations
  - Misc. Animal issues
  - Park rules and violations
  - Curfew
  - Loud music/noise
  - Open garage door checks
  - Working on cars
  - Routine area security checks
  - Routine building security checks
  - Routine park lock ups/unlocks
  - Routine building lock ups/unlocks
  - Misc. public assists
- Gate operations
- Prepare incident and crime reports
- Prepare daily shift logs
- Prepare daily patrol logs
- Train new personnel as required

Gate Officer Duties
Gate Officers provide 24-hour, 7 day a week coverage, maintaining surveillance and controlling main accesses to the gated entrances of the community. Gate officers follow policy on allowing persons into the community. They also process authorized visitor and vendor access request. Gate Officers maintain the residential database and process paperwork related to resident files. Gate Officers also perform the following duties:

- Answer calls for security service or inquiries
- Operate radio communications equipment
- Act as dispatcher for the Patrol Officers
- Process and check in visitors and vendors at the window
- Issue appropriate visitor and vendor passes to authorized persons
- Refuse to allow entry for unauthorized persons
- Act as a liaison for outside emergency services such as Sac Metro Fire Dept, SSD, CHP and Animal Control
- Handle walk in customer service requests

- Process barcode applications and issue barcode stickers
- Process paperwork for residential accounts and update ABDI database
- Process dispatch records
- Process dispatch and patrol reports and logs
- Perform data entry of dispatch and patrol logs
- Maintain "animal complaint" records
- Issue temporary parking passes
- Issue temporary boat passes
- Maintain lost and found
- Issue building keys
- Monitor surveillance camera systems

FUNDING

Security is funded through a Security Tax which is restricted to a 2% per year increase without going to a vote to the residents and businesses in the District. The Burns and McDonnel assessment discusses funding, limited budget, increasing costs for the Security Department, wages and job market competition, and possible impact on the budget with the mandated minimum wage increases and the Gate Officers current salary ranges. The survey that was distributed to the residents resulted in a majority response of not willing to pay an increase in taxes. They also felt Security was doing a sufficient job with what they had.

The District requires new developments and developers to pay one-time Security Impact fees. These fees are limited on how the money can be spent. It can only be spent on technology and equipment, not personnel. These Impact fees could be used to purchase camera equipment, but not fund the personnel to operate and monitor them or the maintenance of the equipment. The Security budget will not be able to support the personnel for full time monitoring or the maintenance of the equipment. The Burns and McDonnell assessment provided the District with 3 camera options; however, we determined the plans they provided were not feasible, mainly due to staffing and overall costs.

FOCUS: WHAT IS THE ACTUAL PROBLEM WE ARE TRYING TO SOLVE?

With the limited funding, Security will be faced with having to do more with less. Using technology can assist reducing workload to free up officer time, allow for more efficient work and cover geographic areas throughout the District that we cannot always be at all the time. Camera systems are one idea that we are exploring that will accomplish this.

SOLUTIONS: HOW CAN WE COVER THE COMMUNITY NOW AND FUTURE GROWTH WITH LESS?

Law Enforcement and Security uses force multipliers of many types to supplement personnel and provide coverage where the Officers cannot see or physically be at. Technology as a force multiplier can work faster, more efficient, and 24 hours a day when and where a human cannot. Cameras and drones are some of the current and emerging technologies in the field of Security and Law Enforcement that are gaining popularity in use with reasonable costs.

Camera Plans

We have already upgraded the camera system at the South Gate. We have added cameras inside the Gate houses and the District Admin Building interior and exterior.

The camera plan we are currently exploring is the use of a self-contained portable camera system. The camera system is in a trailer and can be moved by towing it with our patrol vehicles and deploying it anywhere in the district where problems are occurring or protentional problems might occur. We can also deploy them as needed as a deterrent. The system is self-contained for power and security. It is wireless technology. The cameras will be day/night cameras with sound. The system records for video playback and can also be remotely viewed for live video. The system is motion activated which be linked to the South gate. When the cameras are activated, they will notify the South gate where upon the dispatcher can immediately view the live video. The patrol officers will also be able to access video, including live video by the lap top computer in the patrol cars and on their smart phones when they are away from their patrol cars.

This plan, we believe, is the best solution to achieve a force multiplier system at a cost we can afford to purchase, maintain and operate. It is just not feasible to attempt to mandate developers install camera systems and have them compatible to integrate into our system. Developers would have their own logistical and financial issues with this plan, not to mention the District's costs. We do not anticipate the proposed growth and the impact on Security Services will not be manageable. It will be slow paced growth.

We are also exploring placing cameras on street poles on key roadways and intersections that will be able to be accessed in the same manner. The cameras would be placed inside the residential areas and the commercial/business areas in the District.

COMMUNITY OUTREACH

What does the community want? Do they feel safe and think Security is adequate? Is the community willing to pay more in security taxes? Are the developers willing to pay more in impact fees and taxes? All of these are questions that were addressed in the Security Assessment and Survey. The majority of the respondents felt Security does an adequate job for what we can do and with the staffing we currently have. However, they are not willing to pay more for security services, more staffing, or more authority. They felt we have enough. Understanding that and faced with the challenges of a limited budget, Security is faced with how to continue to provide the services and coverage of existing and new developed areas with what we currently have. Cameras are one solution, the other is community involvement. We need the community to understand our constraints and engage them in being more security conscious. The community will need to help be our eyes and ears and report to us issues or concerns they are seeing so we can respond and address it; much like a neighborhood watch program. The same holds true for newly developed commercial areas. Security will develop a working relationship with the business community and encourage them to install camera systems and afford us or law enforcement access to the systems for review of video if need be.

Below is a list of what staff have identified as community-based and external stakeholders.

Rancho Murieta Community Stakeholders
- Rancho Murieta Community Services District (District)* **

- Rancho Murieta Association (RMA) *
    - Engage residents with specific ideas to improve security
- Murieta Village *
- The Villas *
- The Retreats *
- The Townhomes *
- Commercial/Businesses **
- Airport **
- Hotel-Murieta Inn **
- Office Complex **
- OE 3 **
- Equestrian Center **
- Rancho Murieta Country Club (RMCC) **

    *Meetings can be held together as a group A

    **Meetings can be held together as a group B

External Stakeholders
- Sacramento County Sheriff (SSD)
- Sacramento Metro Fire Dept. (Station 59)
- Calif. Highway Patrol (CHP)
- Calif. Dep. Of Transportation (Cal-Trans)
- Sacramento County Supervisor

Engagement of External Stakeholders dependent on desired solutions

ACTION PLAN

Below is a draft Action Plan for community outreach and District Security follow-up.

1. Meet with the various stakeholders in the community to establish working relationships and encourage their involvement.
2. Provide public education on the role of security and authority of security.
3. Define the role and responsibilities of RMA and CSD Security and how each entity works together on community issues. Explain that it is easier for RMA to change rules and address permanent and temporary solutions to address community concerns. They have the flexibility to fund these solutions as a private entity. (speed bumps, signs, rule changes, penalties and fines)
4. Comprehensive review of the Burns and McDonnell Assessment with the public.
5. Define the security tax and impact fees and the limitations of each. Explain the limitations of the Security budget and potential impacts on services security provides now and in the future.

6. Explain the challenges faced by the limited budget as it impacts services with future growth in the residential and commercial areas.
7. Explore possible funding solutions such as tax increase, use of impact fees to be a force multiplier. (cameras, drones, technology)
8. Explore a unified District wide policy on rules and enforcement.
9. Meet with the stakeholders and entities in group A to establish working relationships.
10. Listen to the concerns of group A regarding future development both residential and commercial and the impacts on Security services.
11. Discuss with group A the possibility of unified rules and enforcement. Currently there are separate HOAs in the community with different rules, but Security only has the authority and agreement to enforce RMA rules.
12. Meet with the stakeholders and entities in group B, to possibly establish a business group to form a board to adopt rules and enforcement options for CSD Security, similar to RMA. The owners of the entities in group B could establish authorized agent agreements with CSD security to allow more enforcement options and authority on their property as the commercial areas develop.
13. Meet with the entities in group B to listen to concerns as the commercial area develops more. Discuss problems that are common with commercial areas such as, theft, trespassing, vandalism and the role of Security and SSD in these concerns.
14. Encourage the entities in group B to install surveillance camera systems to assist Security.
15. Continue our relationship with RMA to address community issues and find common strategies to deal with issues that impact the community. Work with RMA to adjust their ideas and enforcement options of safety rules to reflect the desires of the community as it has changed. (Demographics have changed and desires by community to hold violators accountable through action and fines by RMA)
16. Hold discussions with RMA about increasing their compliance staff as the community continues to grow and Security's staffing is not.
17. Identify preferred options
18. Cost-out options
19. Implement Cost-effective options depending on available resources
20. Identify metrics to assess the success of implemented option(s)
21. Conduct follow-up review of the effectiveness of implemented options

Outreach Presentation: Proposed Discussion Topics
1. Review Community's security history
2. What is the Role and Function of the Security Department currently
3. High-level overview of the Burns and McDonnell assessment
4. High-level review of the resident security survey
5. Review of CSD Fees
   a. Developer Impact Fees

  b. Security tax
6. Challenges facing the Security Department
  a. Funding at the current levels being able to keep the existing level of service in the future
  b. Increased demands on service
  c. Increased costs due to labor costs (Minimum wage and contract increases)
  d. How to Accomplish Growth Impacts
    i. Commercial Areas (with outside population utilizing)
    ii. Residential Areas
      1. Increased traffic at the gates, Escuela gate
      2. Patrol increased areas to patrol
  e. Stakeholders Expectations
    i. RMA Speeding and stop sign enforcement
    ii. Golf-cart enforcement policies
    iii. Parking enforcement (currently 5 hours a month)
    iv. Lock ups
    v. Compliance meetings
    vi. What are the Compliance Officer's role/expectations
    vii. RMA follow through on Notice of Violations (citations)
    viii. Murieta Village Key service
    ix. Post Office Key service
    x. RMCC security Building checks, Enforcement of trespassing
    xi. CSD Security staffing and recruitment
    xii. Resident expectations (Rat removal, ride to the airport examples)
  f. The authority for CSD Security to properly perform its role (RMA area)
7. Technology implementation upgrade, trouble shooting, expert development, funding and resources
  a. ABDI
  b. Access data base
  c. Radios
  d. Cameras, recorders, network
    i. Cameras are a new program, funding is not in existing operation fees.
  e. Code Red program
  f. Gateaccess.net
8. Identify Solutions
  a. Focus on the problem we are trying to solve
  b. Fee adjustment
  c. Adjust vehicle rules/regulations
    i. Regular vehicles
    ii. Golf-carts

1. Licensing?
d. Force multiplier options (realistic options)
    i. Cameras
        1. Fixed
        2. Portable Trailers to target problem spots on a temporary basis
    ii. Drones
e. Web-based incident reporting/mapping system
f. Unified district wide policy enforcement
g. Review role/ownership of Security
    i. RMA contract externally for expanded specialized services?
        1. Extra patrol
        2. Lakes/open space patrol
    ii. RMA full ownership of enforcement behind gates via compliance staff?
    iii. Commercial area – Private contract for additional security services beyond regular patrol?
h. Phasing
i. Existing tools for Residents to contribute to Community Security
    i. Neighborhood Watch
        1. National Night Out
    ii. NextDoor app
    iii. Other Social Media
j. Resident Ideas/Feedback