

Comprehensive Program Review Report



Program Review - District Police

Program Summary

2021-2022

Prepared by: Kevin Mizner

What are the strengths of your area?: The academic year of 2020-2021 continued to be heavily impacted by the COVID shutdowns, which led to COS offering almost 100% of its classes in an on-line format. In Fall of 2021, the District moved to offering classes on campus, with approximately 50% of registered students having one or more classes in-person. As a direct result, parking enforcement including the sales of student permits was placed on hold through the entire academic year and calls for service and incident reports were greatly reduced for a second year.

The following areas demonstrate some significant strengths:

1. The department continued to maintain 100% staffing through the year. In addition, the department received approval of its request to add a full-time police officer position for 2021/22 based on a previous budget request. The District is in the recruitment phase for the new officer with an anticipated hire date of 1/1/22. Dependent on their experience, training will range from 4-10 weeks, putting them on their own by March of 2022. This will significantly increase the number of hours that officers are on the Centers.
2. The District has continued to cover lost revenue from parking using COVID funds. This has allowed the department to operate at full capacity. As a result, the department will be able to equip the new officer position with a vehicle and all equipment w/o additional General Fund support.
3. The department received additional General Fund support through a new agreement with UPHS to offset the cost of law enforcement services for their operation. These funds (\$30,000) will replace previous surplus funds now dedicated to the new full-time officer, allowing the department to maintain current operational levels in General Fund expenses.
3. The department is working with the Sheriff's Department to transition to a new report-writing / computer aided dispatch system (Motorola - Spillman) as part of our annual Dispatch contract. The county expended significant funds to purchase and install the new software, but is allowing the smaller contract agencies (including COS) to use the new system with no annual cost increase. It will require training for the staff to use the new system, but it is significantly more advanced than the old system. As a result of the transition, the department will be implementing vehicle-based computer dispatching, which allow the officers to have computer links and GPS tracking in their patrol cars. Officers will be able to access a number of services from their vehicles, which currently have to be done in the office or over the radio.
4. The crime statistics for the District have been significantly reduced, mainly due to the COVID-19 shutdowns. Once the campus closed in March of 2020, there has been very little criminal activity on campus. Arrests or other criminal activity have been almost entirely related to transient activity involving non-students. Officers have been on full-duty (40 hours weekly) since the beginning of the Fall semester.
5. As identified in one of the department's SAO's, significant training has been completed toward better understanding implicit bias, systemic racism, and the social justice issues that have impacted law enforcement across the nation. The training has included a book study (Blindspot), tracking of racial profiling data, and CA-POST training on implicit bias and Principle-based policing. In addition, the department has adopted a new mission & values statement that reflects the importance of diversity in the success of our institution:

The College of the Sequoias' Police Department strongly supports the District's core mission of providing excellent higher education in a spirit of equity for our diverse student population, helping them to achieve their full educational potential regardless of race, ethnicity, age, gender, sexual orientation, immigration status, ability, culture, religion, and learning modality.

As members of our campus community, we are committed to:

- the prevention of crime and the protection of life and property,
- serve all people with respect, fairness and compassion,
- deliver a variety of services in a professional and competent manner,
- transparent participation in our District governance process, being accountable for our actions, and
- engage in on-going collective and individual growth in our understanding of our diverse community.

As in the past, the police department continues to have a strong working relationship with other divisions in the District. Staff from the police department work regularly with Student Services, Facilities, Athletics, Academics, BIT, and the Health Center.

What improvements are needed?: There are some areas within the police department where improvements or changes are needed:

1. The department is required, along with other California law enforcement agencies, to begin to report racial profiling data to the CA-DOJ beginning 1/1/2022. The department has retained the services of a third-party vendor to assist with the reporting and transmission of the data to the DOJ. Training and testing is in process and on-track to be ready for implementation.

2. The 2019 Student Support Services Survey, Mother Load, included a number of questions assessing campus safety, awareness, and officer interaction. While all areas could show improvement, the areas of campus safety related to evening hours on all campuses and how to contact the police department reflected significant improvement needed. Only 60% of students felt safe on district campuses at night and 72% knew how to contact the police department for services. The survey in Spring of 2021 did not include the follow-up questions due to COVID, however, it is hoped that the 2022 survey can include the safety questions to see if improvement in these areas has occurred.

3. The department has been made aware that its burglar alarm panels have become outdated and do not match up with the current network speeds used by the District. In addition, the current panels are no longer supported by the current server software to allow firmware updates, creating even more potential communication issues. The District has 49 panels and 38 of the panels need to be upgraded (new resource request).

Describe any external opportunities or challenges.: The only legislative impact comes from AB963, which requires the police department to begin reporting racial profiling data to the CA-DOJ on 1/1/2022. The department is on track to implement the required reporting.

Overall SAO Achievement: Two of the SAO's, campus safety and knowledge of the police department have not been assessed due to the COVID pandemic, which resulted in campus operations being shutdown. These SAO's were designed to assess improved campus safety and security and student awareness of police operations on campus, which are key components of a police department's role on campus, so it is recommended that the follow-up questions be reassessed in the Mother Load Survey in 2022. These SAO's will remain in place for 2021-22 (Campus Safety and Security and Student Awareness of Campus Police Department).

The third SAO, Increase Officer Awareness of Implicit Bias, will be in its second year of effort, as racial profiling data will be collected and evaluated in Fall of 2022 to assess if contacts are more consistent with the local demographics (student and community).

Changes Based on SAO Achievement: Each of the SAO's will continue through 2022 in hope that the campus will return to normal operations with students on campus.

Outcome cycle evaluation: The police department has been successful in regularly assessing and updating SAO's each year.

Action: Increase Law Enforcement Presence on Center Campuses (2019 / 2020)

Convert a 24-hour police officer position to a full-time police officer position to increase coverage on Center campuses (Completed)

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Implementation Timeline: 2020 - 2021

Leave Blank: 10/15/2018

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Identify related course/program outcomes: The action item will address the Safety and Security on District Campuses SAO by improving law enforcement coverage during evening hours on the Centers. This change should directly and positively impact student perception of a safer campus during evening hours.

Person(s) Responsible (Name and Position): Kevin Mizner, Chief

Rationale (With supporting data): The police department is only able to provide about 50 hours of coverage weekly to the Centers, while the Centers have 140 operational hours weekly (combined). If the vacant 24-hour position could be converted to a full-time position and filled, coverage at the Centers would be expanded to 80-90 hours weekly (at full staff). The officers currently rotate between campuses, losing about 1.5 hours driving each day. Adding an additional officer will allow two full-time officers to be assigned to the Centers for their entire shift (10 hours), eliminating the driving time and increasing coverage by 62%.

In 2019, the District completed a student survey (Mother Load) which identified that a significant percentage of students had safety concerns during evening hours on the Center campuses (Hanford - 22% / Tulare 20%). With current staffing, it is not possible to provide coverage on each campus during evening hours. An additional officer will allow evening coverage on each campus (Mon-Thurs).

The cost for this change will be significantly reduced because the position is already funded at 24-hours. The additional cost of \$48,000 will be divided between General Fund and categorical parking funds.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Currently the Centers have approximately 50 hours of combined officer coverage. They operate approximately 70 hours per week (140 hours combined). That leaves 90 hours per week without law enforcement coverage at the Centers. A 2019 student survey identified that students have greater safety concerns during the evening hours on each of the campuses.

Update on Action	
Updates	
Update Year: 2021-2022	10/07/2021
Status: Action Completed	
In spring of 2021, the Police Department was approved for an additional full-time police officer position, effective on 7-1-21. Recruitment is in progress for the position. The new position will significantly increase coverage at the District Centers in Hanford and Tulare.	
Impact on District Objectives/Unit Outcomes (Not Required):	

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 1.1 - The District will increase FTES by 1.75% over the three years
District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

Action: Provide Student Safety Escorts During Evening Hours on Visalia Campus (2019 / 2020)

Increase student worker hours at the police department to provide 15-20 hours per week of evening safety escorts using an electric cart on campus. (Completed)

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Implementation Timeline: 2019 - 2020, 2020 - 2021

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Identify related course/program outcomes: The police department has identified Campus Safety on District campuses as an SAO. This action item should positively impact the number of students who feel unsafe during evening hours on the Visalia campus.

Person(s) Responsible (Name and Position): Kevin Mizner, Chief

Rationale (With supporting data): In the 2019 Mother Load student survey, 44% of students on the Visalia campus indicated that they did not feel safe on during evening hours. This is compared to only 8% of students on campus during the day. There is currently one police officer assigned to the campus during evening hours. A student worker assigned to an electric cart patrolling the interior of the campus would significantly increase visibility, which should positively impact the safety concerns. Safety escorts will be conducted as requested.

Priority: Medium

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: 44% of students surveyed are concerned about safety on campus during evening hours.

Update on Action

Updates

Update Year: 2021-2022

10/07/2021

Status: Action Completed

In April 2021, the Police Department was approved for \$8,500 in funds for a student worker to provide safety escort services on the Visalia campus beginning fall of 2021. The funds will allow the department to employ a student from 6:00 - 10:00 PM M-Th through the fall and spring semesters.

Impact on District Objectives/Unit Outcomes (Not Required):

Update Year: 2020 - 2021

10/12/2020

Status: Continue Action Next Year

The funding for the student worker hours was not funded in 2020. This resource request will remain in place for another year in the effort to increase student safety during night-time hours.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 1.1 - The District will increase FTES by 1.75% over the three years

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

Action: Camera Maintenance Program (2020)

Secure a maintenance contract to clean and service surveillance cameras on three campuses (Discontinued)

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Implementation Timeline: 2020 - 2021

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Identify related course/program outcomes: District Objectives: 2018-2021

District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

Person(s) Responsible (Name and Position): Kevin Mizner, Chief of Police

Rationale (With supporting data): Surveillance cameras have enhanced safety and security on all campuses. Those cameras and the operating system will require periodic maintenance and cleaning to avoid downtime and increase effectiveness. The District does not have any staff that are trained to maintain cameras.

Priority: High

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Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Surveillance cameras have enhanced safety and security on all campuses. Those cameras and the operating system will require periodic maintenance and cleaning to avoid downtime and increase effectiveness. The District does not have any staff that are trained to maintain cameras.

Update on Action

Updates

Update Year: 2021-2022

10/07/2021

Status: Action Discontinued

Over the past 10 months, efforts to negotiate a maintenance contract for the camera system did not come to fruition. Due to the number of cameras and servers (three sites), a maintenance contract was going to be too expensive as compared to a time/materials system to deal with issues on a case by case basis. The cameras have a 5-year warranty, so there will be minimal expense for now, making a \$20,000+ annual maintenance contract overkill at this time. The Police Department will seek augmented funds to cover maintenance expenses for the upcoming budget cycle.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

Action: Replace Outdated Burglar Alarm Panels (2021)

The District needs to replace thirty-eight (38) outdated network Burglar Alarm panels located on three campuses (Active).

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Implementation Timeline: 2021 - 2022

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Sgt. Donald Charles, Police Department

Rationale (With supporting data): The District installed updated building alarms systems in the first decade of 2000. A total of 49 network-connected panels report to a server-based software program (Entre') that provides control over the entire alarm system district-wide. The original panels use an outdated network board (XR-500) which have become outdated over the past 15 years. As the District has increased the speed of the network by replacing cabling and hardware, the alarm panels have been unable to match the network speed, resulting in IT throttling back the alarm ports by as much as 90%. In addition, the panels are no longer supported by Entre', making it impossible to upload firmware updates on-line.

Over the past several years, 11 of the XR-500 panels have failed, and have been replaced by new XR-550 panels, which are lightyears ahead of the old panels. On average, 3 panels have been failing annually and have been replaced through department funding. That leaves 38 remaining XR-500 panels. At a cost of \$1,300 per panel, the total replacement cost will be \$49,400.

Technology Services has strongly recommended that the remaining panels be replaced to allow for fluid operation on the updated network structure.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: The panels are failing at a rate of 3-5 panels per year. Each time a panel goes down, buildings do not have burglar alarm protection until the alarm vendor is able to diagnose the issue, order a replacement panel, and schedule the installation. This can pose significant risk to District property.

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Equipment - Non-Instructional - (38) XR-550 network burglar alarm panels to be installed on District campuses at \$1,300 each. (Active)

Why is this resource required for this action?: The alarm panels are outdated technology with limited support and need to be replaced with modern alarm panels.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 49400

Related Documents:

[XR-500 Panel.PNG](#)

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents