

Comprehensive Program Review Report



Program Review - District Police

Program Summary

2020-2021

Prepared by: Kevin Mizner

What are the strengths of your area?: As with most of the District, the 2019/2020 academic year became challenging for the police department due to the COVID-19 outbreak and the social justice protests related to incidents of police brutality against people of color. However, overall, the department has maintained strong support within the campus community.

The following areas demonstrate some significant strengths:

1. The department has been able to maintain full staffing with 0% turnover in 2019-20. One half-time police officer position is currently vacant due to difficulty in recruiting part-time police officers. A continued goal is to convert this position to a full-time position using both General Funds and categorical funds (parking) to cover the costs.
2. The District has agreed to cover the lost revenue to the police department using COVID funds after the college went to on-line classes, which eliminated the purchase of parking permits and parking enforcement. This categorical revenue makes up about 50% of the department's budget. Absent this replacement funding, the police department would have required significant budget cuts to remain solvent.
3. In 2020, using categorical parking funds and one-time funds, the District approved the installation of additional surveillance cameras on the Visalia campus with two additional cameras on the Tulare campus. The \$88,000 project will place 30 additional color cameras on exterior buildings and in the Sequoia South hallway (Admissions and Records) and LRC. In addition, an upgrade server will be added as well as enhanced access points for wireless cameras in the parking areas. The project should be completed by November of 2019. All cameras will be viewed from the District police department, Center police offices, and officer cellphones. The camera project has already proven effective in a number of criminal investigations, providing direct evidence to the identity of the suspect(s).
4. The crime statistics for the District have been significantly reduced, mainly due to the COVID-19 shutdowns. Once the campus closed in March, 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. In Spring of 2020, the District implemented the installation of ShotSpotter Campus, a shot detection technology that will immediately alert District Police if any gunfire is detected within the Visalia campus and a few blocks around the campus. Officers receive notification on their cellphones (app-based) and the Sheriff's Department Dispatch receives notification. Using sensor arrays placed throughout campus, the system will pinpoint the location of gunfire within 25 meters of the location., which should greatly enhance the ability to coordinate a law enforcement response.
6. Using District funds, the police department was able to implement a night-time safety patrol in Fall of 2019. A student worker was hired to operate an electric cart on campus and provide higher levels of safety around the buildings while providing escorts. This step was taken in response to the 2019 Giant survey, which indicated that there were safety concerns on campus at night. Due to the pandemic, this was not operated after March 2020 and is not needed this semester as well.

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 are needed:

1. The police department continues to have a 24-hour police officer position that is not filled. The original intent of the position was to staff the district on the weekends, which would allow full-time officers to work the Centers. As a result, the police department is only able to provide about 50 hours of coverage weekly to the Centers, while the Centers have 150 operational hours weekly (combined). If the position could be converted to a full-time position and filled, coverage at the Centers would be expanded to 100 hours weekly and allow District coverage on Sundays (8 AM - 6 PM) (at full staff). This item was included in previous program reviews and continues to be an area of needed improvement.
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. Efforts to improve those percentages have been put on hold until students are able to return to campus in greater numbers.
3. The current social justice environment that began with the George Floyd death has been difficult for law enforcement agencies nationwide. There have been significant efforts to look at law enforcement reforms that range from legislative safeguards, to de-weaponization to defunding police departments. While California has some of the most progressive policies for agencies, more work needs to be done to build trust in our communities, particularly in the understanding of implicit bias, systemic racism, and procedural justice.
4. The department has been very successful in obtaining a network of surveillance cameras on all three campuses, but there is not a plan in place to maintain the cameras and to clean the cameras periodically. Some of the cameras can be reached easily, but a number of cameras are located 30-40 feet off the ground.

Describe any external opportunities or challenges.: There are not any legislative changes or external challenges this year that directly impact law enforcement on college campuses.

Overall SAO Achievement: Overall, the department's SAO's for 2019/20 were not successful. Two of the SAO's were directly impacted by 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 will be reassessed in the Mother Load Survey in 2021. With the uncertainty of the reopening of the campus, we may not be able to adequately impact the survey results. These SAO's will remain in place for 2020-21 (Campus Safety and Security and Student Awareness of Campus Police Department).

The third SAO was designed to impact student satisfaction in the purchase of parking permits. The goal was to implement a virtual parking permit system that would eliminate the physical permits attached to vehicles, which would then allow students to register their vehicles by license plate on an vendor's app. Unfortunately, it was determined that the District would need to make significant investments in vehicles and staff to properly enforce permits using license plate readers (LPR). This proved prohibitively expensive for the current operation. This SAO will be discontinued.

Changes Based on SAO Achievement: Two of the SAO's will continue through 2021 in hope that the campus will return to normal operations with students on campus. The third SAO will be discontinued.

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 (Active)

Leave Blank:

Implementation Timeline: 2020 - 2021

Leave Blank: 10/15/2018

Leave Blank:

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.

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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.

Resources Description

Personnel - Classified/Confidential - Convert a vacant 24-hour police officer position to a full-time police officer position (Active)

Why is this resource required for this action?: This resource supports the SAO of Increasing Safety and Security at the Centers. In addition, it supports the following District objectives:

District Objective 1.1 The District will increase FTES by 1.75% over the three years. Safe campuses should encourage students to take classes on all campuses during both day and evening hours.

District Objective 4.2 Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents. The additional patrol time on the campuses improves the effectiveness of police services and reduces the amount of round-trips between campuses. The added hours on each Center will also increase the level of communication between the police department and the administration, faculty and students on campus.

Notes (optional): The reclassification from part-time to full-time will cost about \$45,000. Because police officer positions are funded at approximately 50% by parking categorical fund's, the cost to General Fund will be approximately \$24,500 annually.

Cost of Request (Nothing will be funded over the amount listed.): 24500

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)

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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. (Active)

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Implementation Timeline: 2019 - 2020, 2020 - 2021

Leave Blank:

Leave Blank:

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: 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):

Resources Description

Adjustment to Base Budget - Increase to student worker account in Security budget (Active)

Why is this resource required for this action?: The funds will be used to support a student work assigned to the police department for 15-20 hours weekly for evening visibility and escort. The position will be staffed during the Spring and Fall semesters.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 10000

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: Convert 374 locks on Visalia Campus to Videx keys (electronic keys) (2019)

Convert remaining ASSA locks (mechanical keys) on the Visalia Campus to Videx electronic keys (Discontinued)

Leave Blank:

Implementation Timeline: 2019 - 2020

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Identify related course/program outcomes: This action item will support District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

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

Rationale (With supporting data): The update of the locks on the Visalia campus will reduce the number of keys managed, reduce the number of individual keys required to be carried by staff, and will greatly reduce the risk of lost / stolen keys which can carry significant costs for building re-keying projects. The Videx keys are electronic and can be deactivated when lost / stolen.

Due to almost 20 years using the same key schedule, a significant number of keys are unaccounted for at this point. These keys have been reported lost or stolen, not returned by vendors, and not turned in by ex-employees. Due to the current paper/pencil system, it is very difficult to run a report or complete an accurate audit. The Videx system maintains a full inventory of keys issues, dates keys were ported, and can provide reports on key used to open specific doors.

Over the past 6 years, the District has converted a number of buildings on the Visalia campus to Videx locks. Facilities completed a door audit and has identified 374 doors that have ASSA key locks. The cost per door to convert the lock is \$350. The keys are \$115. Once converted, if a key is lost, the replacement cost of \$115 is pennies on the dollar compared to the thousands of dollars a building re-key can cost.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Strong key control provides significant security for the physical buildings on the campus. Over twenty years, there has been a significant compromise of the ASSA keys due to loss, theft, and misplaced keys.

Update on Action

Updates

Update Year: 2020 - 2021

10/13/2020

Status: Action Discontinued

This item did not make the cut for funding in 2020. As the District is preparing to construct a new building in 2022 (Basic Skills), localized proximity readers are being considered, which could expand for use in other buildings. This item will be removed from the resource request list for now.

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

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: Expansion of Security Cameras - All Campuses (2019)

Add thirteen (13) additional cameras to the three campuses to fill gaps identified in the coverage provided during initial install (completed)

Leave Blank:

Implementation Timeline: 2019 - 2020

Leave Blank: 10/15/2019

Leave Blank: 10/01/2020

Identify related course/program outcomes: This action item supports the Safety and Security SAO for the police department by impacted security through information collection and suspect identification.

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The camera project also supports District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents and District Objective 4.1 Increase the use of data for decision-making at the District and department/unit level

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

Rationale (With supporting data): During 2018 and 2019, the District approved the installation of security cameras on all three campuses. The cameras have provided a wealth of information for the police department including direct evidence of criminal activity leading to the identification and arrest of suspects and information related to activities on campus during night-time and weekend hours.

After installation, gaps of coverage have been identified, which limit the ability of the department to capture video that may identify potential criminals on campus. At this time, we have identified thirteen (13) additional camera locations as follows: Visalia (7) / Tulare (4) / Hanford (2). Because some of the locations will be multi-lens cameras. the thirteen (13) cameras should provide 36 total camera views.

Priority: Medium

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Proper camera coverage provides a high level of security for the campus community. Gaps in coverage impact the amount of information the system can provide.

Update on Action

Updates

Update Year: 2020 - 2021

09/29/2020

Status: Action Completed

District approved the upgrade of cameras (29), new server, and upgraded access point for wireless communication. Install to be completed on or about 10/13/20.

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

Related Documents:

[Axis Security Cameras - Phase 2 Main Campus-Tulare Campus- Dell Server update - 7-21-2020.pdf](#)

Link Actions to District Objectives

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

Action: Camera Maintenance Program (2020)

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

Leave Blank:

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

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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

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.

Resources Description

Adjustment to Base Budget - Annual maintenance contract to service and clean Axis surveillance cameras in District. We have a quote from our current vendor, ABM, for maintenance and annual cleaning and adjustment of all cameras - \$4,375. (Active)

Why is this resource required for this action?: Currently, the District does not have any on-site staff to maintain a camera system. Many of the cameras are located 20 to 30 feet above ground and require lift equipment to reach them. A maintenance contract will provide a set price to maintain cameras and provide cleaning and adjustment on an annual basis. There are no alternatives available.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 4375

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