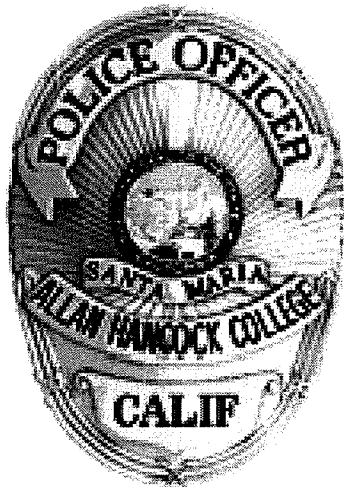


Allan Hancock College Police Department
Program Review 2009/10





PROGRAM REVIEW 2009/10 OUTLINE

- I. Department Mission**
- II. Scope of Services Provided**
 - a. Core services
 - b. Ancillary services
- III. Organizational Structure**
 - a. Major division
 - b. Staffing profile
 - c. Internal partnerships
 - d. External partnerships
- IV. Effectiveness of Program**
 - a. Department strengths
 - b. Department values
 - c. Demand for services
 - d. Delivery systems/technology
 - d. Challenges to effectiveness
- V. Performance Outcomes**
 - a. Availability of service
 - b. Timeliness of service
 - c. Quality of service
- VI. Future Plans**



ALLAN HANCOCK COLLEGE
POLICE DEPARTMENT

PROGRAM REVIEW REPORT

I. Police Department Mission

Allan Hancock College's mission is to provide quality educational opportunities that enhance student learning and the creative, intellectual, cultural and economic vitality of our diverse community. This mission reflects the conviction that education is a lifelong quest. The college exists as a center of learning which guarantees access to all who can benefit.

Consistent with this philosophy, it is the mission of the Allan Hancock College Police Department to serve the campus community, safeguard lives and property, and maintain an environment in which learning can take place.

The Allan Hancock College Police Department is dedicated to serving the college community by establishing partnerships with students, staff, and the public at large.

We recognize that our college community's needs are diverse, global, and changing. With these needs in mind, the department seeks to be broad-based, innovative, and community oriented in its delivery of both police and security services.

II. Scope of Services Provided

The Police Department provides a variety of services throughout the district. Police Department personnel primarily staff the Santa Maria and the Lompoc Valley Center campuses. The Santa Barbara County Sheriff and Vandenberg Air Force Base Military Police have jurisdiction over the Solvang Center and Vandenberg Center sites respectively.

The department provides the following core services:

- Response to calls for assistance
- Routine police patrol
- Incident and crime investigation and documentation
- Facilities security
- Parking enforcement
- Police dispatch
- Crime and incident records management
- Parking program data entry
- Lost and found property control
- Walk in counter service
- Department of Motor Vehicles (DMV) driver validation/Pull program
- Crime statistics reporting compliance
- Clery Act compliance
- Emergency/disaster program coordination
- Sex registrant compliance
- NIMS/SEMS training
- Maintain keyless lock program and key control records

The police department also provides the following ancillary services:

- Crime prevention seminars and services
- Mutual aid to local public safety agencies
- Special events security
- Risk management related projects (i.e., fire and burglary alarms, campus signage)
- Security escorts of staff and students
- Transport of funds on campus and between campuses
- Response to routine requests for campus information
- Distribute public safety related information to campuses
- Maintain Allan Hancock College police department website
- Maintain external professional partnerships
- New Staff/Faculty/Student orientation
- Background checks

III. Organizational Structure

LICENSING AND AUTHORITY:

On May 1, 1979, the Board of Trustees passed a resolution to authorize the Allan Hancock College Police Department to be included under the auspices of the California Commission on Peace Officer Standards and Training (POST). POST serves as a state licensing and regulatory agency for police hiring standards and training compliance.

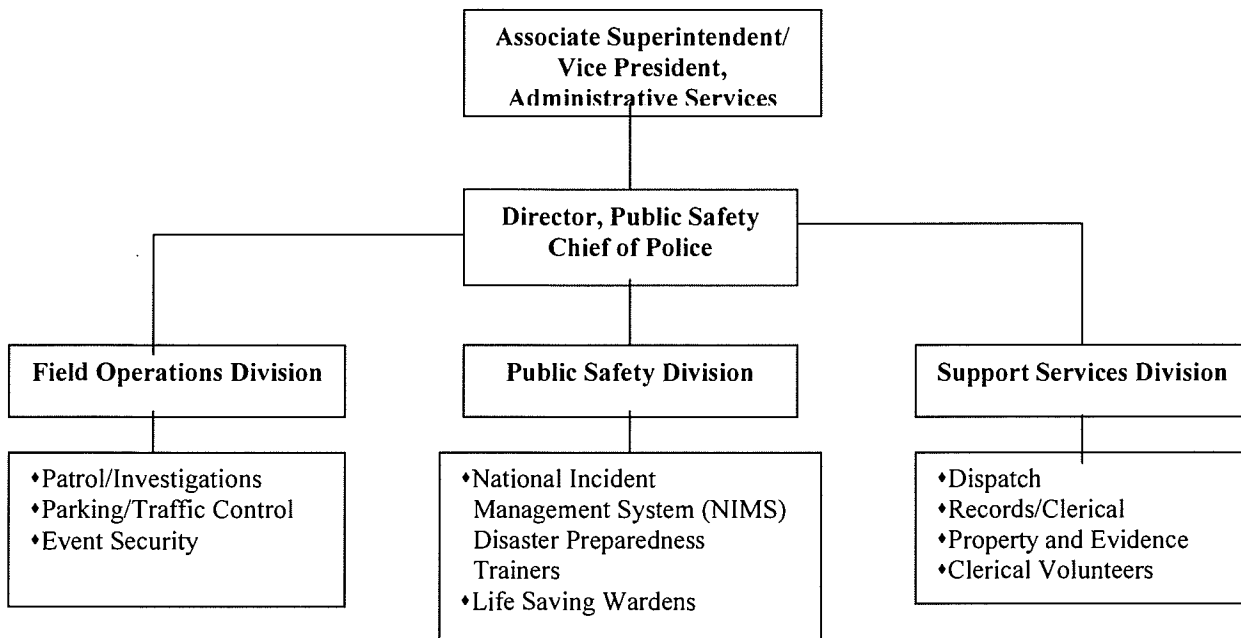
Community college sworn police officers are granted policing authority under penal code section 830.32. This authority extends to any place in the state for the purpose of performing their primary duty (enforcing the law on or near the campus ground or property owned and operated by the community college district). Officers have statutory peace officer authority when taking law enforcement action off-campus pursuant to any public offense to which there is immediate danger to person or property, or to prevent the escape of a known perpetrator.

Allan Hancock College police officers are sworn, armed officers. They patrol in marked/unmarked police vehicles equipped with authorized emergency equipment.

MAJOR DIVISIONS:

The police department is divided into three divisions in order to maintain unity of command and operational accountability. Each division has responsibility for technical and specialized delivery of services to the campus community.

The following organizational chart depicts the current divisional structure:



STAFFING PROFILE:

Each division of the police department is staffed by a combination of full-time, part-time hourly, student, and volunteer workers. Current positions are as follows:

Chief of Police	(1) full-time
Police Corporal	(1) full-time
Police Officers	(2) full-time
Reserve Police Officer (hourly)	(2) part-time
Police Support Services Coordinator	(1) full-time
Police Support Services Technician	(1) full-time
Office Services/Dispatch Assistants (hourly)	(1) part-time
Event Security Officer (hourly)	Existing staff as needed
Security/Parking Control	(11) part-time
*Student Clerical Assistants	(1)
Senior Clerical Volunteer	(1)
Life Safety Wardens	(30) To be re-established (volunteer)

*Student workers are allowed to work a maximum of 20 hours per week. Each student worker in the police department averages approximately 16 hours per week.

Divisional Functions

Each division is designed to function as a single unit with respect to its primary function. The three divisions maintain interdependent functions in regards to delivery of ancillary services in order to most effectively fulfill the mission of the department.

Field operations division includes patrol, investigations, parking enforcement, and event security in its primary functions. All personnel in this division are uniformed and provide field response to calls for service throughout the district. Sworn police officers meet all on-going training mandates as required by the State of California Peace Officers Standards and Training (POST). Parking control and non-sworn security officers undergo an in-house training program prior to being allowed to work alone in a marked public safety vehicle. In addition, security officers working in excess of 20 hours per week are required to complete specialized training per Senate Bill 1626.

Field operations staff does not currently provide police and security coverage 24 hours per day, seven days per week; however, officers do staff twelve shifts per week at both the Santa Maria campus and Lompoc Valley Center, Monday through Saturday. Field operations staff also provides security coverage for special on-campus events as necessary. Off hours coverage is available on the Santa Maria and Lompoc Valley Center campuses by special request on an outside billing basis only.

The support service division includes dispatch, records management, and the volunteer program in its primary functions. Support service staff each performs specialized duties. Public safety dispatchers respond to 911 requests and dispatch field operations personnel as necessary. The dispatch position requires continual training and the completion of a POST public safety dispatch academy. Records/clerical staff maintains the department's records and report database as required by both federal and state regulations. Police records personnel must also attend specialized POST training and attend legal updates on an annual basis. Volunteers and student clerical assistants receive in-house training from certified staff prior to being allowed to assist with police records/clerical and front counter service functions.

The public safety division provides new staff and faculty orientation in the NIMS training requirements. There are also volunteer Building Safety Wardens to address the response needs of the district's emergency/disaster management program under the umbrella of NIMS, which is used by public safety agencies throughout the nation. Volunteers of the program are trained to address various types of emergencies at varying levels of responsibility. All members of the program also participate in annual simulation drills related to disaster management and hazardous materials incident mitigation. This division as related to Life Safety Wardens has been dormant for several years. The campus recently made a decision to re-establish this function.

Internal Partnerships:

The police department operates on a community policing philosophy. This philosophy directs the department to maintain partnerships with student organizations, staff organizations and departments throughout the district.

Police department staff members work with and are assisted in fulfilling the mission of maintaining a safe environment by partnering with associated student body government, health services, student services, facilities, counseling, athletics/health/physical education, learning assistance program, learning resource center, bookstore, and auxiliary accounting services.

External Partnerships:

Consistent with the community policing philosophy, the police department also maintains active partnerships with the public safety agencies from within the Lompoc and Santa Maria Valley areas.

Staff members from both field operations and support services liaison with sworn and non-sworn personnel from the Santa Maria police and fire departments, the Lompoc police and fire departments, the Santa Barbara County Sheriff, Santa Barbara County Office of Emergency Services (OES), and the Santa Barbara chapter of the American Red Cross.

IV. Effectiveness of Program

The police department measures its effectiveness in a variety of ways. Objective performance outcome-based measures include statistical crime and incident trend analysis, demand for service ratings, and analysis of revenue generating programs. Other measures are based on internal controls that focus police staff on adherence to the department mission, values and objectives, public response to police contact, and staff relationship with outside agency public safety personnel.

Department Values:

Each full and part-time member of the police department reviews these value statements upon initial hire and during yearly evaluations.

Members of the Allan Hancock College police department value:

- Professionalism
- Teamwork
- Pride
- Vision
- Accountability
- Enjoyable work environment

Delivery Systems:

The police department delivers public safety services throughout the district through a variety of methods. Each division uses available technology and creative resource management to meet the demands for service.

Field Operations

Police officers patrol district facilities and the jurisdiction surrounding the perimeter of the Santa Maria campus and the Lompoc Valley Center in marked and unmarked police vehicles, on bicycle, and on foot.

Police officers use desktop and laptop computers to manage crime and incident report writing. Officers use in-house police telecommunication systems to run record and warrant checks on individuals and vehicles as circumstances dictate when Dispatch personnel are on-duty. After hours, the local police agency is available for Dispatch assistance through a common radio frequency system.

Parking control and security staff assist in high visibility patrol throughout the district. Security staff drive marked security vehicles, golf carts, foot patrol, and bicycles as a means of short distance transportation and deliveries on campus.

Support Services

Staff members of the support services division provide public safety dispatch, records management, clerical assistance and custody of lost and found property throughout the district. They also support the district emergency/disaster program as adjunct members of the public safety division.

Support service personnel currently use Microsoft Windows XP desktop applications. They also use Crimestar records management system for police crime and incident reporting. Dispatch staff utilizes the CLETS system for field operations and subject identification/verification purposes. Support service personnel use a computer aided dispatch (CAD) system for monitoring campus calls for service. Dispatch staff also has the capability of researching general student information on the district-wide information management program.

Public safety dispatchers currently communicate with field staff via a simple low-frequency base station radio system. Emergency calls received after daytime business hours are forwarded through an emergency phone forwarding system. Field officers receive the after hour calls on department provided cell phones. Sworn officers are equipped with radios that are compatible with the local jurisdictions for effective communication purposes.

Records/clerical staff also publish a variety of informational brochures such as; emergency procedures, emergency preparedness, traffic and parking regulations, police and public safety services department services and student orientation information, parking on campus, and general crime prevention information. These materials are distributed via brochures website and emails throughout the district. Records staff also provide additional public information regarding the police department via the department website. This division is also responsible for ensuring crime statistics publishing compliance with the Jeanne Clery Act.

Staff in the support services division is responsible for the coordination of yearly crime prevention and public safety workshops and seminars for both students and staff. These workshops include; workplace violence prevention, drug/alcohol abuse recognition and prevention, domestic violence, recognizing stalking behaviors, women's self defense/sexual assault prevention, identity theft prevention, child safety, home security, and basic school safety.

Public Safety Division

The public safety division consists of one emergency/disaster program coordinator. There are plans to re-establish the Safety Warden program and use full time district staff members in non-public safety related departments to assist with campus/building emergencies and evacuations.

Emergency/disaster information is provided via printed medium, through the police department website and via district e-mail, voice mail systems and AlertU. During emergency situations, information is provided via text message, email and officer contact. Police department field staff and volunteer Life Safety Wardens will also deliver notifications to remote sites in person and evacuate buildings. Hazardous materials team members (a separate department) respond to contain and mitigate small-scale hazardous materials spills throughout the district.

Alert U System

This system is utilized in notification to subscribers regarding an emergency situation on campus. It is a web based system that sends a text message which provides specific information on the status of the campus. The messages are created by the Public Information Officer and broadcast from the Police Department. This is a voluntary subscriber system; however, and does not reach the entire campus community.

Demand for Service

During the 2009 calendar year the Police Department responded to 2,396 calls for service.

Calls for service refers to any call received by the police department that requires a police officer, parking control, or security staff member to respond to a location in the field district-wide to handle an incident. Calls for service do not include actual telephone calls, 911 assistance, or business calls that are handled in the office by dispatch and record personnel. The following chart represents the number of calls for police and public safety services received during the past three calendar years.

<i>Calendar Year</i>	<i>Number of Calls for Service</i>	<i>Percent Increase Over Prior Year</i>
2007	2,252	---
2008	2,359	+4.6%
2009	2,396	+1.6%

Police officers are responsible for proactive policing. Officers engage in a variety of self-initiated activities when not responding to dispatched calls. Officers conduct building checks, make pedestrian contacts, provide campus training, respond to an average of four calls per week with municipal agencies, and conduct traffic stops on or about district properties.

The following chart represents the number of officer initiated traffic contacts resulting in citation during the past two calendar years:

<i>Calendar Year</i>	<i>Number of Moving Violations</i>
2008	346
2009	251

Parking control/campus security officers also play a proactive role in field operations. They assist officers on non-hazardous calls, identify hazards, provide visitor information, and assist with clerical duties in addition to conducting parking enforcement for the Santa Maria campus and the Lompoc Valley Center. Parking control and security officers write an average of 3,000 parking citations per year and issue an average of 2,300 warnings per year. Yearly crime and parking statistics are distributed to the public (see attachment A).

<i>Calendar Year</i>	<i>Number of Parking Violations</i>
2008	2,762
2009	3,388

Challenges to Effectiveness

Three primary areas of challenge surface in regards to effective delivery of police, public safety and emergency preparedness services.

The police department currently lacks a facility designed to meet the particulars of police department standard requirements for functionality. The current (temporary) configuration is a modular building that is shared with Academic Affairs and Auxiliary Accounting Services. The current configuration does not provide for officer and staff safety, does not have adequate storage

space for evidence, weapons, police equipment, traffic/parking control equipment, is not designed for security of confidential information, and does not provide a private and secured work area for interview of suspects and witnesses, fingerprinting, does not have a conference area, and is not supportive of other basic law enforcement functions.

In 2007, the district had a long-term plan to remodel an existing building into a police facility that would address a majority of the space design issues. This has since been stalled and, in the interim, these challenges will continue to debilitate certain areas of Police Department operations.

The second major challenge to effectiveness is in the area of staffing. The district services 10,000+ students and 1,000 faculty and staff. Since there are currently no dormitories on campus, police officers must cover only ten shifts, Monday through Friday. At the Lompoc Valley Campus facilities only five shifts are covered. Hourly security officers staff one cover shift each Saturday on the Santa Maria campus and one Saturday shift on the Lompoc Valley Campus. An hourly security officer staffs the Lompoc Valley Center, Monday through Friday dayshift, in the place of a sworn police officer. This has become a major safety concern to that campus.

The District currently employs three full-time police patrol officers and two part-time reserve officers (hourly). The reserve police officers cover for full-time officers when they are off duty for vacation, sick or training time, and when additional resources are needed for special events.

While many California colleges and universities follow the standard of one officer per thousand students, due to the lack of dormitories, the complexities of multiple campus locations, and budgetary constraints, the District does not staff based on this standard. A more effective staff profile for sworn police officers based on current enrollment and activity levels would be four full-time patrol officers and one reserve police officer. Each full-time officer rotates from one shift and/or campus to another every semester.

The support services division is also sorely impacted by the lack of staffing. This is a critical area of staffing need in the police department. The positions budgeted for are: Police Support Services Coordinator (PSSC), Police Support Services Technician (PSST), and one program assistant (part-time). Currently, the Police Support Services Coordinator (PSSC) is vacant. The PSSC has primary dispatch and office management duties and is the lead staff member for the entire Support Division. The PSST position is responsible for clerical and technical assistance as well as backup dispatch duties. The program assistant is responsible for data entry, customer contacts and routine clerical work. One student clerical assistant assists with routine clerical tasks, and one senior citizen volunteer who assists with parking program citation appeal management.

A future staffing restructuring is an option for a more effective and responsive department. The Support Division currently has a PSST position which is listed as an entry level position. This position could be more effective in an upgraded complimentary position with the PSSC. One could focus on training and the technical aspects of the Police Department (i.e. locks, alarms, NIMS training and coordination) while the other would focus on the administrative side including supervising the clerical staff, mandated reporting requirements, and clerical support for the Chief/Director.

The third challenge is in the placement of campus emergency preparedness under the police department's umbrella. Local municipality emergency preparedness function and training is and has been under the jurisdiction of Fire Department personnel. The Fire Chiefs for both Santa Maria and Lompoc are those city's Emergency Preparedness Coordinators. As the campus contracts with the City of Santa Maria for its Director of Public Safety/Chief of Police position

from a Police Department, this person comes to the campus with only the NIMS basic orientation training. As this position typically rotates every 2-1/2 to 3 years, there is no time to competently train the Director of Public Safety or establish any continuity in the NIMS training for the campus. This leaves the campus vulnerable in emergency situations. This was also an area of concern reflected in the survey by both faculty/staff and students.

Steps Taken to Address Needs

The campus is currently in the middle of Bond Measure I which is leading to new facilities being constructed on campus. Once more of the construction is completed, a vacated space for the Police Department will be identified. This is still several years away and no interim plans for relocation have been identified.

In 2009, with the assistance of Institutional Grants, the Police Department applied for 3 grants: COPS, Bulletproof vests, and Click It or Ticket. The COPS grant would have paid for an additional officer for a 3-year period. Unfortunately, due to a determination of greater need for other departments, AHCPD did not receive the first phase awarding of this grant. There is still an opportunity to receive funding for this grant in 2010.

The Click It or Ticket grant was not awarded to AHCPD this year.

The Bulletproof Vests was awarded to AHCPD in the amount of \$845. This grant will allow the purchase of bulletproof vests for new officers as well as provide funding towards replacement of vests that will reach the end of their effectiveness date.

The campus recently submitted an application for the Emergency Management for Higher Education grant (EMHE) in May 2010. This grant will provide funding to address emergency preparedness on our campuses. The grant funds an emergency management coordinator position for 2 years as well as providing the appropriate training and equipment to raise AHC to the appropriate level of emergency preparedness. To ensure continuity in emergency preparedness training, this 2 year period may lead to the District evaluating the need for a permanent emergency preparedness coordinator position.

An alternative to address the campuses Emergency Management program was mentioned above by modifying the duties of the Police Support Services Technician position. Assigning this important aspect of emergency preparedness for the campus and sending the incumbent to train-the-trainer courses in disaster preparedness would lead to the campus being brought up to standard in emergency preparedness and would ensure that the campus remain in a readiness and well prepared condition.

As the campus student population changes, and the potential of student housing on campus arrives, it will become critical that AHCPD's Security Officers receive specialized training to deal with the changing demands of the position. As more special needs students, staff and faculty become the campus community, Security Officers will encounter more challenging problems requiring a higher level of training and experience.

It will become more important to look at the Security Officer position in a different light. The current setup limits Security Officers to 20 hours per week. This work force has traditionally been comprised of students who will transfer out in a couple of years. Although very productive members of the department, this rapid turn-over does not provide a consistent level of training or expertise, nor does it prepare them for all situations. It is also mandatory for school security

officers who work in excess of 20 hours per week to attend a 24-hour training course. A solution to this concern is to make Security Officers full-time District employees. This will serve several purposes. The Security Officers can be fully trained in all areas of response, they know the campus well, they will become well trained and active in emergency preparedness, and they will have the time to develop relationships with faculty, staff, students, and responding police agency personnel. As full-time employees, they will also develop an "ownership" attitude regarding their employment with the District.

V. Performance Outcomes

Performance outcomes are measured based on both statistical measure and subjective community member's satisfaction ratings. Three general focus areas were measured in the survey:

- a. Availability of service
- b. Timeliness of service
- c. Quality of service

Approximately 183 students returned responses to the survey. Approximately 143 faculty and staff returned responses (see attached survey results for detailed responses). Responses under "neutral" and "not-applicable" were not included in the analysis.

Faculty/Staff Perceptions

The results for the faculty/staff survey reflect that approximately 90.0% of respondents agreed or strongly agreed that the core areas measured were being met. This is approximately 10% higher than the 2003 survey results (although some questions were different).

There was one area that was rated significantly lower (78.5% strongly agree or agree) than the average overall rating. This was in the area of confidence in the campus emergency preparedness area. Staff members raised concerns that they did not feel that the campus was prepared to handle a significant emergency or disaster situation. The campus is already working to address this situation and plans to install phones in classrooms (increase campus communication in cases of emergency) and install/modify door hardware mechanisms so that classroom doors can be secured from the inside (active shooter scenario). The campus is also resurrecting the Safety Warden program to ensure buildings have a designated responsible person to assist in emergency and drill situations. This information will be addressed through grant applications and in future plans, to raise the level of confidence in the campus's ability to respond appropriately to an emergency situation.

Another area of concern mentioned by the respondents from Lompoc Valley Center was the need for a sworn police presence during the times staff is on campus as opposed to the current staffing of sworn police coverage during the evening class time only. As this need had been identified in the past, there has already been a proposal brought forward to hire one part-time sworn reserve officer to be available for day shift for three out of the four weekday coverage shifts. This proposal is in its infancy stage and contingent upon budgetary factors.

Student Perceptions

The results for the student survey reflect that 89.3% of student respondents either strongly agreed or agreed that the core areas measured were being met. This is significantly higher ratings than the 2003 survey results. Interesting to note is that approximately 65.6% of students had not had contact with campus police or security within the last two years.

Students' results also echoed a lower rating for confidence in the campus's emergency preparedness (79.3%). This is the same range of confidence as the faculty/staff expressed.

The survey results indicated a large percentage of "neutral" responses to questions. At this time it is unclear what this points to. The "neutral" answers as well as "not applicable" answers were not included in tabulations.

VI. Future Plans

In any organization, development and execution of future strategic plans is critical to success. Based on the information contained in this document, the police department will need to incorporate the following objectives into a revised five-year plan.

- Revise the future organizational structure to reflect the incorporation of new positions and anticipate the staffing needs of student housing on campus
- Work closely with institutional grants to identify and apply for appropriate grant monies for emergency preparedness training and also purchase and installation of video surveillance and improved lock security on campus
- Recruit, train, and retain Life Safety Wardens to discharge the responsibilities of emergency response/evacuation of their respective buildings throughout the district
- Review the parking program and shore up procedural deficiencies, including implementing the digital photographing aspect of citation issuance
- Identify crime prevention through environmental design issues and collaborate with the facilities and operations department to resolve student and staff concerns
- Consolidate security program on campus (cameras and locks) for ease of use for faculty/staff as well as to improve crime deterrence and prevention
- Secure a new police facility
- Update functions and use of technology in Parking Program.
- Creation of an Emergency Preparedness Coordinator position to focus on campus training, overseeing and training Safety Wardens, campus safety presentations
- Continue to pursue COPS grants and other available funding for additional police officers

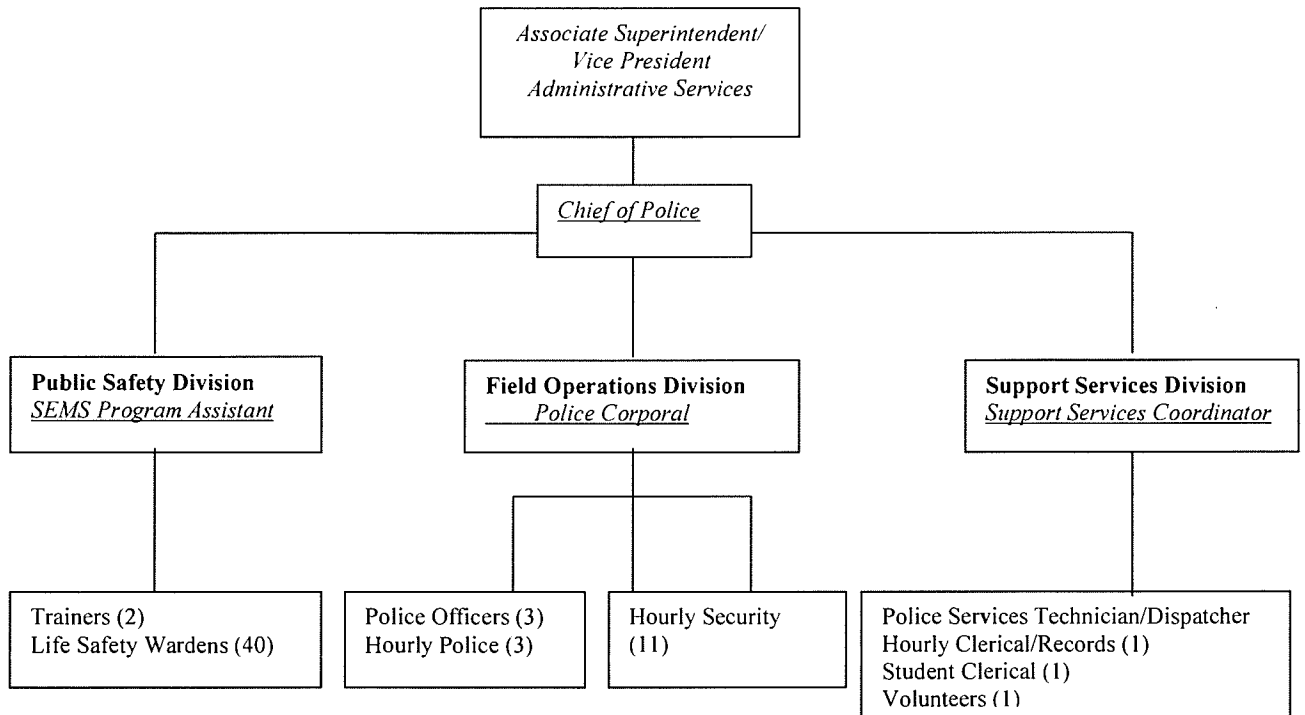
Future plans also include continuing to pursue the addition of one officer for the LVC campus. This will be partially accomplished during the 2010-11 fiscal year through a pilot program utilizing the services of a sworn reserve officer for 3 day shifts per week. This will be a sworn position replacing a security officer position to address the safety concerns of the LVC campus community. The regularly staffed sworn officer will continue to work the evening shift five days per week. This increase in sworn police officer staffing will ensure a rapid, fully trained response to critical/emergency situations and is hopefully the first step towards pursuing a full-time sworn officer for LVC's day shift.

AHC campus is also revisiting the idea of student housing on the SM campus. This will require the AHCPD to become a 24-hours per day, 7-days per week operation. This would increase the current full-time police officer staffing from 2 to around 5 to provide total coverage for the entire week; to include vacation time, sick leave, and training day coverage.

VII. Additional Resources Available for Review

- Department Operations Manual
- Department Priority Goals and Objectives
- Multi-Hazard Functional Plan
- SEMS Action Plan
- District Traffic Regulations
- Police Department Web Site

Future Organizational Design



The chart above represents the addition of the new positions as reflected in the following full-time staffing needs projection matrix. This plan does not reflect staffing needs if on-campus housing is developed.

On-campus housing will require a minimum of five (5) full-time police officers and two full-time records/dispatch staff.

Year	Position	Potential Cost	Grants
2010-2011	Reserve Police Officer (LVC)	\$18,000	No
2011-2012	SEMS/NIMS/Safety Program Assistant	\$18,000	Possible future or replaced by District EMHE coordinator (new)
2010-2011	Police Officer (LVC)	\$0 cost for 3 years	COPS Hiring Program 1 officer 3 years

The organizational design listed above is relatively standard in both municipal and school policing. The structure is designed to allow for accountability and ease of operation. It also facilitates compliance with constantly changing law enforcement-related legislation.

Attachments

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