



# Los Rios CCD

## 2012-2013 PROGRAM REVIEW

### SUPPORT SERVICES

Unit: Los Rios Police Department

Submitted by: \_\_\_\_\_  
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# I. Program Review Purpose

## Definition of a Support Services Unit

For the purposes of this program review document, a support services unit is defined as a District department which is responsible for providing services throughout the District in a manner which creates and maintains an optimal learning environment for students and/or provides the necessary services to support the overall operation of the District and colleges.

## Program Review Purpose

The purpose of review is to evaluate the quality of the support services provided and to use the information from the evaluation to plan program improvements. Regular program reviews are required to meet regional accreditation requirements, state requirements, and best practices. ACCJC Accreditation Standard I.B states,

*The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key process and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.*

Support services units are expected to undergo a full review every three years.

## Relationship of Program Review to Unit Plans

When completed, this Program Review document should provide the following to support your annual Unit Plan document:

- Unit mission statement
- Purpose statement that identifies how your unit supports creation and maintenance of an optimal student learning environment and/or provides the necessary services to support the overall operation of the District and colleges
- Findings to justify continuing or changing current operating procedures
- Justifications for requesting new resources

## Program Review Due Dates

All departments must be reviewed at least once every three years during the year cited on the LRCCD Support Services Program Review Cycle. Reviews are due by June 30<sup>th</sup> of the year in which they are reviewed. A copy of the review will be maintained in the unit and the Office of Education and Technology.

## II. Mission Statement

Provide your **unit's mission statement** below. Your statement must align with the District mission statement and should match your mission statement in your unit plan.

For reference, the following are LRCCD's Vision and Mission statements:

### *Vision Statement*

We, the Los Rios community colleges, provide outstanding programs and services so that all students meet and exceed their educational, career, personal and social goals. We meet the social and economic needs of the community.

### *Mission Statement*

Relying on their professional and organizational excellence, the Los Rios community colleges:

- Provide outstanding undergraduate education, offering programs that lead to certificates, associate degrees, and transfer;
- Provide excellent career and technical educational programs that prepare students for job entry and job advancement through improved skills and knowledge, including the demands of new technologies;
- Provide a comprehensive range of student development programs and services that support student success and enrich student life;
- Provide educational services that address needs in basic skills, English as a second language, and lifelong learning; and
- Promote the social and economic development of the region by educating the workforce and offering responsive programs such as service learning, business partnerships, workforce literacy, training, and economic development centers.

*Enter your mission statement in the self-expanding text box below.*

## LRPD Mission Statement/Values Statement

The Los Rios Community College District Police Department is dedicated to crime prevention, the protection of life and property, and the preservation of peace and order.

We are committed to promoting a safe, secure environment that facilitates academic achievement and personal enrichment.

Los Rios Community College District Police Department recognizes our contribution to the quality of life and a safe environment in our community through the provision of professional law enforcement services. We will meet the challenge of providing these services by basing our thoughts and actions on the following shared values:

### Service to our Community

We value the opportunity to provide service in a manner that is fair, courteous, responsive and efficient. An attitude of respect for and the protection of, the worth, dignity and rights of all is the foundation of our law enforcement agency.

### Integrity

We value candor, honesty, and ethical behavior in members of our department. We are committed to uphold our positions of trust by maintaining the highest ethical standards as set forth in the Code of Professional Conduct for California Peace Officers and the Law Enforcement Code of Ethics.

### Responsibility and Accountability

We value the need for effective use of our resources and to provide a spirit of openness in communication with our community. We will be responsible for our actions, willing to admit our mistakes and ensure that our behavior earns the support and trust of all segments of the public.

### Professionalism

We value professionalism by having a clear sense of commitment, perspective and direction. Professionalism is developed by creating an environment that encourages teamwork, innovation, and constant self-evaluation. A professional attitude is dedicated to quality, timeliness and excellence in our service to the college community.

### Pride and Satisfaction in Our Profession

We believe our work to be a source of enjoyment and satisfaction. We are proud of our accomplishments as an integral part of the college community. We enjoy what we have chosen to serve the law enforcement profession with the Los Rios Community College District Police Department.

### III. Unit Responsibilities

List your unit's **primary assigned responsibilities**, including those related to creating and supporting an optimal student learning environment and/or the overall operation of the District and colleges. Also identify any major projects your unit is expected to support on a periodic basis (e.g. opening of new facilities, IT infrastructure upgrades, etc.).

The primary responsibilities of the Los Rios Police Department (LRPD) are articulated in Board Policy and Regulation 6711. As stated in R-6711, the primary function of the Los Rios Police Department (LRPD) is "to protect the safety of college students and staff, control and monitor parking and secure facilities of the District." Further, the LRPD "shall enforce the law on or near the campuses of the Los Rios Community College District and on grounds or properties owned, operated, or administered by the Los Rios Community College District (Ed Code §72330); to include any location a Los Rios Community College District student or staff member may park or attend a LRCCD function."

We provide professional 24 hour/7 days a week services including vehicle patrol of the all LRCCD District locations with foot, bicycle, vehicle and cart patrols for all main campuses. We also provide services associated with crime reports; criminal investigations; calls for service; CLERY postings/reports; traffic/parking enforcement; special event coverage; crime prevention; bi-annual Crime Prevention Through Environmental Design (CPTED) for all LRCCD properties; collection of evidence; processing found property; apprehension and booking of criminals; work closely with District Attorney's Office; provide testimony at all levels of the judicial system.

Protecting students, staff, and district properties requires the department to be both reactive to immediate threats and proactive toward any future threats. Consequently, our primary responsibilities require maintaining a fully-staffed, well-trained department capable of responding to any situation, as well as developing plans for future incidents and/or emergencies. The department continually works to strengthen its relationships with students, staff, and administration through community based policing. In addition, officer training is given a high priority in order to meet the challenges of potential threats.

The LRPD anticipates increased responsibilities with the District's addition of new facilities including two new educational centers in Elk Grove and Rancho Cordova, two new parking structures at ARC and CRC, and the light rail and bus transfer station at CRC. In addition, the Department is seeking to increase efficiency in the Communications Center by fully assess the radio console and the Computer Aided Dispatch (CAD) system/ Record Management Systems (ARMS). The Sacramento County Radio Communication System is in the process of upgrading the entire radio network in order to meet the growing needs of all agencies within Sacramento County. In order to enhance our efficiency in the center, we will continue to participate in the County's communications project to fully assess our current system and determine all capabilities of the radio console in conjunction with the rest of Sacramento County as well as implement integration of LINC and e911 (new district IT phone systems)

List those **district and college** operating units your unit must interact with on a regular basis in order to complete the primary responsibilities of your unit. Briefly describe the types of interaction you have with the listed units.

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While the LRPD interacts with all constituencies and operating units on a daily basis, there are several units that we work with more often to facilitate operational effectiveness:

- Operations (facilities security, special event coordination)
- College Discipline Officers (student discipline referrals)
- Equity Officers (Title IX referrals)
- Facilities Maintenance (facilities security, intrusion/fire alarm monitoring, electronic access (IMRON))
- Health Centers (medical emergency response)
- Counseling (student referrals/crisis intervention)
- Student Government Offices personnel
- LRCCD Business Services/Human Resources throughout the district

## **IV. Relevancy**

Briefly describe why your unit's work is **relevant to the institution** with respect to how it supports an optimal student learning environment and/or overall operation of the District and colleges. State the reasons you expect the need for this program to continue.

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The Los Rios Police Department has the critical responsibility of promoting a safe learning environment for the students, staff, faculty and visitors of the Los Rios Community College District as well as protecting all physical property against theft or vandalism. Colleges are communities that have the same potential for crime as municipal areas. Crime statistics analysis supports the need of LRPD services, and recent high profile incidents in academic environments, emphasize that the presence of a well-trained, professional police force is vital to support student success and deter criminal activity.

## V. Currency

Describe the ways in which your unit is **current** (e.g. technology use, equipment, approaches and methodologies), or what you need to do to become and remain current over the next three years.

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LRPD is current in its training needs. The District is very supportive in allowing officers to attend training courses to maintain professional skill levels. We lead the Community College System in NIMS/SEMS training and preparedness and we have successfully passed several POST audits. The goal for the next three years is to continue the access to training and enhance our current program by creating and implementing a quality control program to test officer and dispatcher capabilities in specific areas.

The following items are needed to become current over the next three years:

- Upgrade communications consoles
- Replace 2+ patrol cars with the Dodge Chargers or other vehicle with police package equipment
- Replace ARMS software with a new CAD/RMS software that is compatible with the new Lync system
- Obtain scheduling software to manage work assignments
- New TTY phone for the hearing impaired
- Mobile Duress Program/Software
- Mobile Data Computers (MDC's)
- Analyze feasibility of in-car cameras
- 2-55" monitors to display district camera system. Monitors must be able to display up to 200+ video feeds simultaneously



## VI. Effectiveness

1. List the types of data/information you will use to **assess how effective** your unit is in completing **each** of its primary responsibilities (e.g. student/client satisfaction surveys, audits, safety inspections, facility use information, product quality and timeliness, etc.).
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- Surveys/inquiries/feedback from department/district personnel/federal-state-county-city agencies
- Percentage of closed/solved cases
- Assessment of preparedness levels of personnel
- Number of complaints received
- Audits (DOJ, POST, State Bureau of Audits, Internal District Audits)

2. Comment on how the results of your assessments (listed in #1) **provide evidence** of your unit's effectiveness.
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The above assessments provide evidence of LRPD's effectiveness by providing key information on how the department's activities contribute to the safety and security of the District. For example, the LRPD has a significant population to serve over an extensive service area. Despite being a relatively small agency with limited resources, the LRPD's service model has contributed to keeping crime rates relatively low (see attached crime data and Clery Report).

3. Identify any areas you believe **need improvement now**.
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- Recruitment and retention of qualified police officers and communications dispatchers
- Use of grants to gain more department resources
- POST Certification of the Police Communications Center (PCC) and dispatchers to gain access to state funding (i.e. PSAP funding), to receive more access to training, and to receive reimbursement for training

4. Identify any areas you believe will need improvement **to respond to expected changes** in your unit's future primary responsibilities or overall unit workload (e.g. changes created by increased enrollment, state budget allocations, additional facilities, new technologies, etc.)
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- Increased enrollment and the opening of additional Centers will require additional FTE to provide sufficient coverage/patrol of those areas
- Additional service areas and enrollment will require additional FTE to provide sufficient coverage

## VII. Institutional Support for Unit Effectiveness

Based on your findings regarding your unit's effectiveness in meeting its primary responsibilities identify **how the District can better support** you in your improvement efforts.

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The District can support LRPD's improvement efforts by increasing FTE to support operational effectiveness and to explore opportunities to promote recruitment and retention. In addition, the continued support for professional development will assist in maintaining a well-trained police department.

## VIII. Resources Required to Improve Unit Effectiveness

Briefly summarize current resources available to your unit (e.g. staff, facilities, equipment, professional development, research data, etc.) to carry out your primary responsibilities. Identify new **resources needed** to meet or maintain program effectiveness, maintain currency, and meet anticipated growth needs. Include evidence to support your conclusions.

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### Current resources available to LRPD:

- 34 FTE
- 12 Patrol Vehicles, 1 investigator vehicle, 1 CSI vehicle, 1 Chief vehicle, 3 Campus Patrol Trucks
- Police Facilities (ARC police station, CRC police station, FLC police station, SCC police station, EDC office, Natomas office)
- Radios (80 handheld radios, 15 mobile radios, 3 desktop dispatch radios)
- 46 handguns
- ARMS/CAD Software (2005)

### New equipment/technology resources needed:

- Upgrade communications consoles to the MCC7100 IP dispatch consoles.
- Replace 2+ patrol cars with the new dodge chargers with police packages.
- Replace ARMS software with a new CAD/RMS software that is compatible with the new Lync system.
- Obtain scheduling software to manage work assignments
- Increase handgun inventory to meet additional staffing
- Less than lethal use of force options (i.e. bean bag rounds, Taser, etc.)
- New TTY phone for the hearing impaired
- Mobile Duress Program/Software
- Mobile Data Computers (MDC's)
- 2-55" monitors to display district camera system. Monitors must be able to display up to 200+ video feeds simultaneously.

### Staffing Needs:

- Captain FTE (Folsom)
- Lieutenant FTE (Administrative duties/Oversee Communications Center)
- Police Officer FTE
- Police Communications Dispatcher FTE (to enable 24/7 coverage with sworn dispatchers)
- Clerks for Counter Coverage (permanent ARC, CRC and SCC)
- 1 Emergency Management Coordinator FTE
- Explore extension for all temporary classified campus patrol personnel to ensure confidentiality and consistency associated with physical security of the district

### Evidence:

The above equipment/technology and staffing needs are critical to the future operational effectiveness of the LRPD. The LRPD has to adapt/modify our operations model to operate more efficiently. As for equipment and technology needs, the LRPD could optimize its effectiveness by enhancing its capabilities. For example, the feasibility exploration of in-car cameras would improve officer performance and decrease liability (i.e. documentation in use of force or confrontational incidents). In addition, investing in technology like mobile duress software would allow LRPD to offer students and staff with disabilities a viable emergency notification method.

## **IX. Recommendations**

1. Based on your program review findings, **list your recommendations** to improve your unit. (Cite appropriate section of this report for each recommendation.)
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### Recommendations:

1. Enhance technological capabilities to improve overall operational effectiveness and reduction of liability. (Section VIII)
  2. Explore ways to improve and redistribute workloads to enhance operational effectiveness. (Section VIII)
  3. Continue support of professional development/training to promote a well-trained, up to date and professional police department. (Section V)
2. Suggestions for Improving the Program Review Process  
Please provide any constructive **feedback** aimed at improving LRCCD's Program Review process, including ways in which it may be more effectively aligned with other processes at the District and colleges (strategic plan, other planning, resource allocation, etc.).
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N/A

## **X. Appendix**

1. List the **sources** you used to support this Program Review document.
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LRCCD Online Unit Plans and Program Reviews from past years  
Planning and Research Website links  
Noel-Levitz Survey  
2012 Clery Report  
2011-2012 LRPD Crime Statistics Analysis

2. Identify here the **supporting documents** (e-copies) you intend to include with your program review submittal.
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2008 Noel-Levitz Survey  
2012 Clery Report  
2011-2012 LRPD Crime Statistics