

**IN-DEPTH REVIEW  
Fiscal Year 2007/2008**

<b>Introduction</b>
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**Department Name:**

University Police – Department 410

**Department Employee Titles and FTE:**

John Reid, Chief of Police (1.0)  
Michael Morris, Police Lieutenant (1.0)  
Tracey Dunn, Administrative Support Coordinator (1.0)  
Jeff Cowgill, Police Sergeant (1.0)  
Al Rice, Police Sergeant (1.0)  
Shawn Bartlett, Police Corporal (1.0)  
Vacant, Police Corporal (1.0)  
Timothy Dransart, Jr., Police Corporal & Crime Prevention Specialist (1.0)  
Michael Shuler, Police Corporal & Community Involvement Specialist (1.0)  
Daniel Borgstrom, Police Officer (1.0)  
Cecilia de Soto-Teunis, Police Officer (1.0)  
Sok Kyong, Police Officer (1.0)  
Gene Lai, Police Officer (1.0)  
Kevin Medley, Police Officer (1.0)  
Vacant, Police Officer (1.0)  
Brian Pichette, Police Dispatcher (1.0)  
Lynn Rice, Police Dispatcher (1.0)  
Vanessa Songer, Police Dispatcher (1.0)  
William Stachowiak, Police Dispatcher (1.0)  
Lorene DiStefano, Police Dispatcher (1.0)  
Chris Klausner, Police Dispatcher (on-call)  
Kristen Mesa, Police Dispatcher (on-call)

**Department Goals and Objectives:**

Employ excellent people. Educate, develop, and empower them to make a difference.

- Implement the Police Officer Training Plan. (attached)
- Develop the Dispatcher Training Plan. (in progress)

Practice civility, understanding and mutual respect.

- Practice the Nine Simple Rules. (attached)
- Training at the Museum of Tolerance. (attached)

Provide excellent traditional law enforcement services.

- Prepared for low probability / high risk events. (in progress)
- Conduct equipment assessment (in progress)
- Feasibility of accredited status (in progress)

Provide excellent crime prevention services.

- Provide training for the Crime Prevention Officer. (completed)
- Develop comprehensive security implementation procedures for campus. (completed)

Facilitate problem solving as opposed to problem responding.

- Create systems that allow for decision making at the lowest organizational levels. (in progress)
- Provide community oriented policing training to all employees. (completed)

Engage the community and nurture mutually beneficial partnerships.

- Provide training for the Community Involvement Officer. (completed)
- Conduct regular meeting with community stakeholders. (in progress)

## Department History:

A policing function has been present “on-campus” throughout the entire history of CSUCI as the Camarillo State Hospital employed sworn peace officers who provided law enforcement and public safety services for the grounds. There are several noteworthy facets to the department that are certainly atypical of small university police agencies. Police dogs (or K9) trained to either detect explosives or narcotics and track human beings have been present on campus since the very beginning of CSUCI’s existence. In 2002 university police officers began providing services to the University Glen residential community. “The Glen” has approximately 700 residential units and will build out to almost 1000 total units. In 2003 the department began certifying its police officers as emergency medical technicians (EMT) and there are now ten (10) police officers who can provide this vital service to the campus. And finally, the department staffs its own 911 emergency communications center and provides contracted dispatching services for the Ventura County Community College District Police Department.

The Police Department has enjoyed some personnel staffing growth since FY 02/03 and now employs a staff of 20 FTEs (2 MPP police officers, 12 Unit 8 police officers, 5 Unit 7 police dispatchers, and 1 Unit 7 administrative support coordinator). The FY 06/07 staff increase, while only 1 FTE police officer, was a significant milestone because for the first time in its history the department was able to regularly schedule two (2) peace officers to be on duty 24 hours a day, 365 days a year.

As the CSUCI campus and University Glen communities have grown the increase in calls to the Police Department for services have increased and average of 25% each year for the past three years. In FY 06-07 there were 4015 total calls for service (representing a 21% increase over FY 05-06). Over time the department has also been expected to provide a wider array of services than it originally provided in 2002. Some of these services include an increasing responsibility to prepare and equip for acute response to violent criminal activity on campus, preparedness for man-made and natural disasters, educational programming and community involvement partnerships, as well as increased capacity to conduct criminal investigation and crime prevention services.

Total budget (salary, wages, benefits, and operating) and FTE since FY 02-03:

FY 2002 - 2003	\$1,561,957 and 18 FTE
FY 2003 - 2004	\$1,354,138 and 18 FTE
FY 2004 - 2005	\$1,434,807 and 18 FTE
FY 2005 - 2006	\$1,856,108 and 18 FTE
FY 2006 - 2007	\$2,035,749.44 and 19 FTE \$1,224,476 (salaries and wages) \$387,944 (benefits) \$424,083 (operating expenses - <b>\$365,000 for the VCTC bus</b> )
FY 2007 - 2008	\$2,358,541.33 and 20 FTE \$1,432,786 (salaries and wages) \$475,030 (benefits) \$471,724 (operating expenses - <b>\$341,000 for the VCTC bus</b> )

## Responsibilities

### **What are the current responsibilities/services provided by the department?**

The department has two fundamental responsibilities or obligations. The first is to provide for the instantaneous, wide-ranging, and professional response to acute emergency situations that involve an increased risk of harm to a community member(s). The spectrum of situations extends from medical assists – on the low end - to violent criminal acts – on the high end. While there is a low probability and occurrence rate for acute emergency situations within the Police Department's service area the high probability of significant harm to a community member(s) when they occur necessitates the need to be prepared. The second fundamental responsibility of the department is to serve as the campus lead for on-going efforts and initiatives designed to mitigate factors that contribute to an increased occurrence of emergency situations or criminal acts. This responsibility is carried out in collaboration with numerous stakeholders and manifests itself in many different ways. The department's core services are therefore reactive (acute response) and proactive (mitigation), and the strategies necessary to be comprehensively effective, while interrelated, are nonetheless dramatically different.

The ability to instantaneously and professionally respond to an acute emergency situation is dependent on the presence of specific capabilities. First and foremost there must be at least 2 sworn police officers (at least one of which is an EMT) and 1 police dispatcher on-duty 24 hours a day, 7 days a week, 365 days a year ("24/7").

- Acute emergencies are unpredictable and the capability to respond must always exist.
- 2 police officers must be available to respond because emergency response protocols are developed with that expectation and support from allied police agencies is not reliable or timely.
- 1 EMT must be available to respond as most acute emergency situations involve a medical emergency component. Response by the Ventura County Fire Department is delayed because of the distance from the closest fire station.
- The dispatcher provides the 911 communication link between the public safety component and the person who needs assistance.

The costs associated with having three staff members on duty "24/7" are significant and contain features that may not present themselves within other campus departments. A striking example of such an issue is the department's requirement to fund 24 hours of staffing costs each day (with premiums for work on holidays and "evening" hours) for each position when a typical campus department's need is to fund 8 hours of staffing costs each day for each position. This fact compels the department to employ 10 police officers (and 5 dispatchers) in order to ensure that 2 (and 1 dispatcher) are on-duty at all times.

Additionally each staff member is provided with the equipment, training, policies, and procedures necessary to carry out his or her emergency response obligations. While specialized equipment purchases and maintenance are significant the time and cost obligations necessary to maintain police officer and dispatcher proficiencies are considerable. One might assume the need for extensive training is not as critical because the occurrence rate for emergency situations is so low. In fact the need is substantial. Police officers and dispatchers who work for departments with low occurrence rates are unable to adequately develop as a natural outcome of experiencing "real-life" situations. Their development must occur as a result of training. The police officers' training plan requires they undergo a minimum of 80 hours of continuing education annually, at a cost of \$3,000 per officer.

The strategies and services the department utilizes to carry out its responsibility to help mitigate factors that contribute to emergencies include:

- Preventative patrol and traffic enforcement;
- Community involvement initiatives (University Glen HAC, Student Housing, ASI)
- Man-made and natural disaster preparedness initiatives and training;
- Physical security system management, assessments, and surveys;
- Educational programming (RAD, alcohol and drug awareness, safety fair);
- Threat Assessment Team coordination;

### **What responsibilities/services are the department not providing and why?**

There are a few police services that the department does not provide to the CSUCI and University Glen communities:

- Investigation of criminal homicides;
- Special Weapons and Tactical team response (SWAT);
- Part I crime scene evidence processing.

The department does not have the necessary personnel or equipment capacity to provide these highly specialized services. It is not economically feasible to do when they can be provided through a mutual assistance agreement with the Ventura County Sheriff's Department. It is important to note the difference between these services and the acute emergency response services listed in the previous question. The investigation of homicides, SWAT, and crime scene processing are services provided after the initial responding police officers have been deployed and stabilized or secured an emergency situation. They are services that build on first response actions. There is not as critical a need for these services to be available instantaneously.

### **How do you know that the department is effective in providing these services?**

The department has just begun to develop comprehensive assessment instruments intended to gauge the effectiveness of its services. In 2007 the department invested \$50,000 in a new records management system that will allow it to comprehensively track service activity and output relevant quantitative data for analysis. Examples would include:

- Calls for service by location and time;
- Calls for service that result in follow-up activity;
- Time spent on routine and acute activities;
- Activities conducted in Student Housing and University Glen.

The department has begun a review of its employee training practices to ensure that proper assessment of necessary skills can occur. A group of staff members are investigating the feasibility of seeking accredited status for the department. Accreditation would mean an outside assessment for compliance with almost 500 professional standards.

Even as more rigorous assessment practices are being developed there are already signs that the department is providing effective services. In 2007 the department participated in the California State University, Quality Improvement Program's "Customer Satisfaction Survey" and learned that the respondent's were generally either satisfied or very satisfied with police services. The survey data also pointed out that more than 80% of the respondents felt the police served an "essential role on my campus."

During calendar year 2007 the Police Department participated in three audits by external sources. The Chancellor's Office conducted a review of the campus emergency plan; the Department of Justice conducted an audit of the electronic criminal records system, and the California Commission of Peace Officer Standards and

Training completed an audit of the department peace officer training records. Each of these audits was successfully completed and there are no outstanding findings that must be resolved.

**Are there less costly ways to provide these same services? If so, please describe them.**

It is very expensive to provide professional and comprehensive policing services. In many municipalities the police department's cut of the overall budget can be as much as 60%. This can be "painful" because most of the services the department is prepared to provide are seldom utilized. A police officer is extensively trained and equipped to deploy deadly force – for example - but almost certainly never will. The probability s/he won't use deadly force does not alleviate the department of the responsibility to prepare the police officer to do so. While most campus services can make expense decisions based upon the actual work they do the police department makes expense decisions based upon the work it may (but probably will not) do. One can't imagine that OPC would spend \$4,000 for equipment it will never use but that is what is spent on every police officer so they might be equipped to perform their duties if required.

While the department's operating budget – at first glance – may seem substantial it is important to note that after the personnel (salary, wages, and benefits) and VCTC bus expenses are deducted there is approximately \$30,000 remaining annually for operational needs. This amount is not nearly enough to meet the tremendous needs of the department. Additional funding is necessary in order for the department's personnel to meet the expectations the campus community has of them.

One way the police department could provide its services for a lower cost is to somewhat decrease its reliability on "state dollars" and increase its "revenue." It already receives \$125,000 annually from University Glen and the Ventura County Community College District, and could explore the possibility of increased charge backs to those two groups. Another strategy is to explore revenue sources from Housing & Residential Education, and the future Research and Development Park.

**If there are resource needs for the department to be successful beyond what is currently being done, what are those needs, and what are your plans to meet those needs?**

The department's greatest need is conduct on-going and relevant acute emergency response training for its sworn peace officers and dispatchers. The annual cost to provide this on-going education for each Unit 8 police officer and Unit 7 police dispatcher is approximately \$50,000. State grants are available that can reduce this cost by 25 to 30% but the remainder of the funds must come from the department's budget.

The department is also beginning its discussion with Housing and Residential Education regarding cost recovery for services provided to the student living communities.

While police officer and dispatcher staffing levels have been increased the need to add administrative support assistants or coordinators is still necessary. There are many administrative tasks critical for the support of the emergency first responders that can't be accomplished. The Police Department and the Parking & Transportation office are exploring ways to "share" administrative support resources but there are some difficulties with this concept because Parking & Transportation is a self-funded department.

<b>Campus Benefit</b>
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**How do the departmental goals/objectives support to the mission of the university?**

The university could not, quite simply, achieve its student centered mission without providing a safe and secure environment for students, faculty, staff, and visitors. The police department's whole existence is centered on creating that environment through a philosophy of education and collaboration with stakeholders. The department's focus is to create student success. This focus is no different than the focus within Academic and Student Affairs departments. The only difference is the specifically different programmatic objectives.

### **What would happen if this department did not exist?**

While there is no mandate for the police department itself to exist there is an obligation on the part of the university to provide vital public safety services for its students, faculty, staff, and visitors. So what options does the university have for providing those services, what are the pros and cons of each option and what are the costs?

Acute emergency response, preventative patrol, traffic enforcement, criminal investigation, and 911 dispatching services could be expected of the Ventura County Sheriff's Department, and emergency medical response could be expected of the Ventura County Fire Department. There would initially be no cost for these services but it is highly probable that Ventura County would demand cost recovery if the university began to expect these services from them. While the initial costs may be less the campus community needs to understand they would not be getting the same level of service they currently enjoy. The police services provided by the Sheriff's Department would be extremely limited and response times – even to true emergencies - would be lengthy. There would be no regular preventative patrol presence on campus. The Sheriff's Department mission would not be focused on student success or the philosophy of using education as a primary "tool" to modify behavior. Not that they wouldn't agree with or care about that they simply don't have the resources (absent cost recovery) to truly get involved in the university community. Finally, and maybe most importantly, the university would lose localized control and collaboration of and with its policing services. This could prove, as it has in other college and university environments, to be a critical loss.

<b>UPACC Strategic Priority</b>
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### **How did the department address the current year's Strategic Priorities?**

In the current fiscal year the department added one additional FTE dispatcher, and increased its training budget to the greatest extent possible so that increased development could be realized by staff members.

### **How does the department intend to address the up-coming year's Strategic Priorities?**

The department will continue to help ensure for a safe and secure campus environment and continue to provide educational opportunities so that the strategic priorities of the university – student retention & success, tenure/tenure track faculty hiring, and space needs – may be realized.

## **UPACC Strategic Priority for FY 2008/2009**

### **Highest Priorities**

- ✓ Student Retention & Success
- ✓ Tenure/Tenure Track Faculty Hiring
- ✓ Space for Classrooms/ Labs/ Offices/ Recreation and Athletics/Physical Infrastructure