

TWIN RIVERS POLICE DEPARTMENT

PROGRESS REPORT

May 2012



Police Services Progress Report

Background

As a result of community concerns about the scope and services of the Twin Rivers Police Department (TRPD) that were shared in the weeks following the October 2011 shooting of a TRPD officer, the Twin Rivers Unified School District conducted a series of engagement activities designed to provide opportunities for public input. A Police Services and Safety Survey conducted from November 21st through December 17th of 2011 was among the activities which have included public forums, automated calls, a neighborhood walk, an open house, a meeting with student leaders and other activities.

The input from these engagement activities has guided the direction of a variety of operational changes taking place under Acting Chief of Police, Scott LaCosse.

Ongoing Efforts

As was discussed in a variety of community forums, Twin Rivers Unified School District (TRUSD) is committed to providing a thorough and comprehensive review of the department. In January 2012, TRUSD requested an independent investigation from the Sacramento Police Department.

During the course of this independent investigation, a number of employees have been placed on administrative leave. Administrative leave is one of the normal procedural steps we take to remove a staff member from the immediate work environment. This step preserves the integrity of the personnel process, protects the due process of the individual and is a standard personnel practice.

Our board is committed to preserving the integrity of the investigation and ensuring an unbiased outcome. We are grateful for the work of the Sacramento Police Department.

We will let the process work and are confident that our staff are dedicated professionals and their

priority is our students and ensuring that this continues to be a very successful year for them.

We are grateful to the community members and professionals who have lent their time and talents to our Police Services and Safety Advisory Committee (Addendum A) and to the law enforcement professional panel that included:

Chief Daniel Hahn, Roseville Police Department, Former Sacramento Police Department Captain, Sacramento Police Department, Kinney Facility (Marysville Blvd)

Chief Mark Iwasa, CSUS Police Department, Former Sacramento County Undersheriff

Chief Rick Jones, Los Rios Community College Police Department, Former Sacramento Police Department Captain, Sacramento Police Department Kinney Facility

Officer Jesus Montana, PORAC Special Law Enforcement Representative, San Diego USD Police Department

Steven Quinn, Lieutenant, Sacramento Police Department

Jon Zwolinski, Sergeant, Sacramento County Sheriff's Department

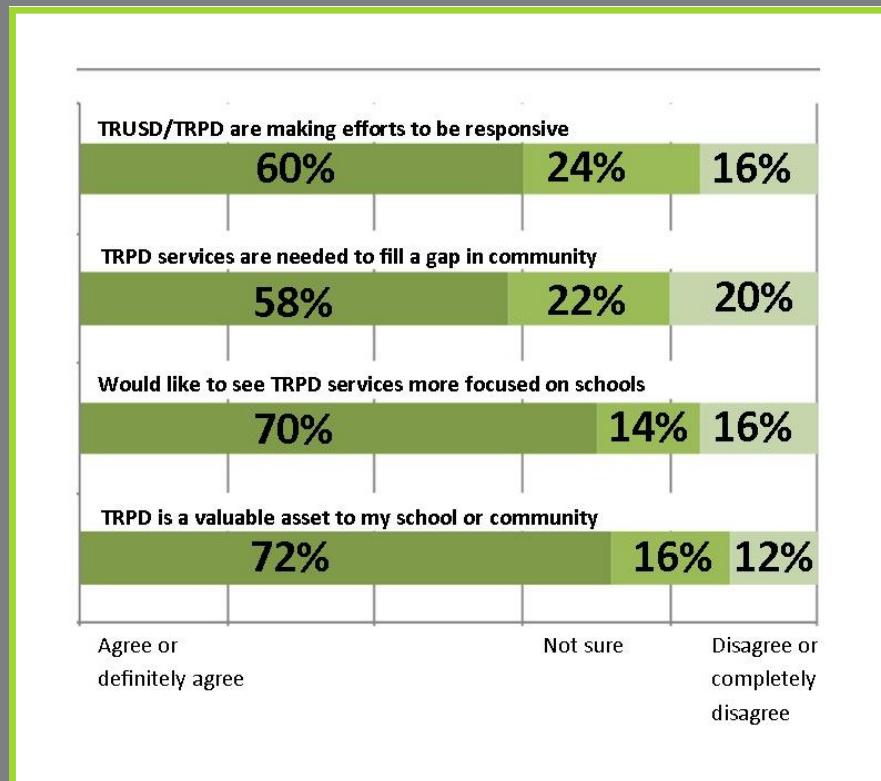
Addendums

Police Services and Safety Survey Report

Police Services and Safety Committee (PSSAC) Minutes

Three Month Comparative Statistics

Matt Powers Operational Review



What do people think about TRPD services?

The survey included a question that asked respondents to rate their agreement to four statements about the TRPD, their services, their role in the community, their role in schools, and their efforts to be responsive to concerns. The results of this question are listed above.

Based on the responses, the large majority of respondents believe TRPD is a valuable asset and would like to see TRPD more focused on schools. A slightly smaller majority believes that TRUSD and TRPD are making efforts to be responsive and that TRPD services are needed to fill a gap in the community. T

What We Heard

The variety of engagement activities have encouraged stakeholders to share their thoughts and ideas about how TRPD can improve relationships, their concerns about TRPD, what TRPD is doing well, and what the community can do to support safety in schools and neighborhoods. While the overall feedback has been generally positive, there are a number of themes we have identified as common concerns.

General Improvement Themes

- **Be more visible on campuses**
- **Improve community and student engagement**
- **Improve relationships with law enforcement agencies**
- **Review operations and policies**

Theme #1 -Be more visible on campuses

In the survey and at a variety of engagement activities, community members and staff mentioned they would like to see TRPD officers spend less time on neighborhood law enforcement issues and more time on school site campuses.

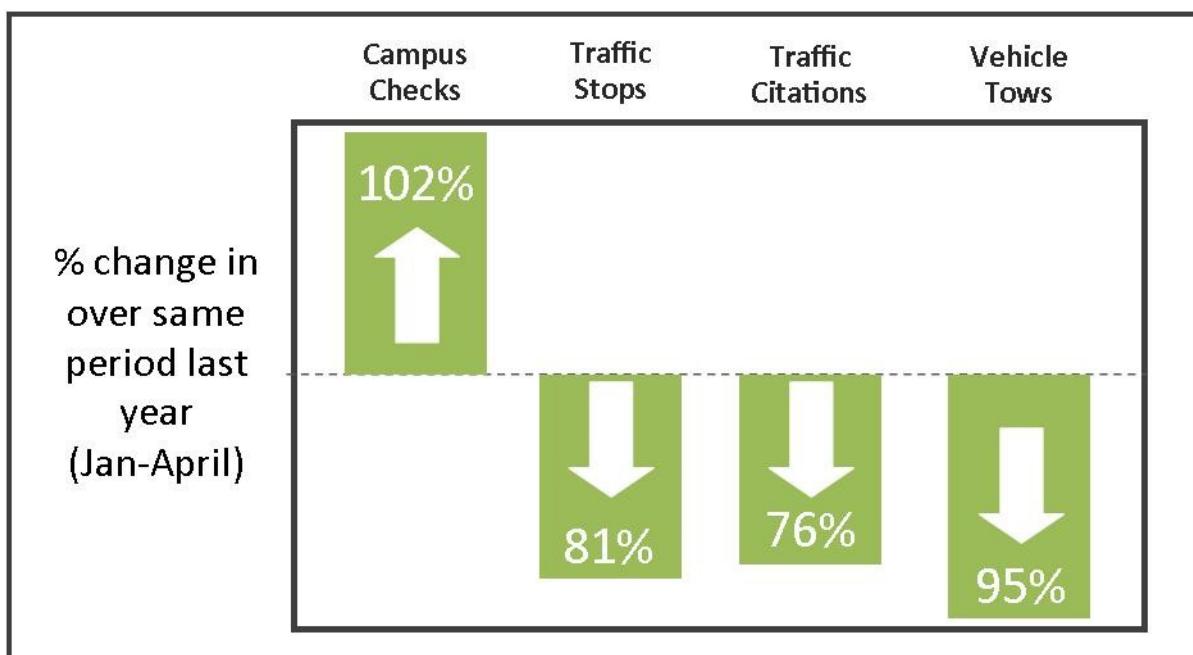
Our Actions to Date:

Revision of Tow/Citation Guidelines

November 9, 2011

Prior to the implementation date, the department's practice was to encourage patrol officers to perform traffic enforcement in all areas of the district. A memorandum was issued directing all officers to use traffic enforcement procedures only when the violation poses an immediate threat to the public. This directive refocused the officer's time on campus security.

As a result, officers are spending less time on neighborhood traffic enforcement and more time on school campuses. The statistics from January through April 2012 show a dramatic shift in these areas over the same period in 2011. This shift may be artificially low due to a possible over-reaction by officers. These statistics are still expected to normalize at a lower rate.



Theme #2 -Improve engagement

Another area of improvement that was identified is the need for TRPD to improve the engagement and relationships with the variety of stakeholder groups including community, staff, and students. The focus on schools and away from traffic enforcement as discussed under the first theme also applies to this theme. When officers spend more time on school campuses, they are more likely to develop positive relationships with staff, students, and families.

Our Actions to Date:

Formation of a Police Services and Safety Advisory Committee (PSSAC)

The group's first meeting was February 9, and agreed on a goal to help strengthen the services that our Police Services provide in order to promote and maintain positive school climate and ensure the highest levels of safety services.

Collecting Feedback

We received feedback in meetings, walking neighborhoods, providing ride-along experiences, online, in a written survey, and in multiple languages. We met during the day and evening in a variety of neighborhoods and with our students during a regularly scheduled student leadership meeting.

We held discussions at principal meetings so site leaders are prepared to discuss with staff and families and at a District Advisory Council (DAC) meeting of parent and community representatives from school sites.

Sharing what we hear

We collected and posted feedback from meetings on a special section of our web site with a link from a banner on our district home page. We also collected and posted comments provided through online and written surveys.

Changing the way we interact

Instead of a centralized approach to community engagement in which 1 officer is sent to all community meetings, our patrol and school resource officers will attend the community meetings in the areas they serve. This will improve the connection between officers and the communities in which they work.

We are also piloting a Truancy Reduction Intervention Policing Program (TRIP) that will involve a collaborative effort between TRPD and Twin Rivers Student Services to reduce truancy in the TRUSD.



Twin Rivers Unified District Police Department
MEMORANDUM
Inter-Department

TO: Chief Scott LaCosse
FROM: Officer Matthew Scott
DATE: 3/12/2012
RE: Truancy Reduction Intervention Policing (TRIP)

TRUSD Student Services has identified a need to manage truancy within the District. Student Services estimates they receive approximately \$9 million (\$50.00 per school day) per student if they attend every school day. Furthermore, the school district has identified areas of concern related to the services the TRDPD should provide. We (Detective Agdipa and myself) created a program to address these issues with limited cost the department.

We have developed the TRDPD Truancy Reduction Intervention Policing (TRIP).

SCOPE OF WORK:

- * TRIP will focus on improving student attendance for grades K-12.
- * TRIP Officers will work in partnership with school staff, community resources and families to improve student attendance.
- * TRIP will target and monitor students who are at-risk of dropping out of school due to poor school attendance and behavior.
- * TRIP Officers will take an active role in supporting the school site, students, and their families to assure the student attends school on a regular and consistent basis.
- * TRIP Officers will be responsible for staffing Student Attendance Review Boards (SARB) hearings and work with Student Services to conduct home visits.
- * TRIP Officers will conduct truancy sweeps as needed (special attention to certain campuses with a noticeable truancy issue).
- * TRIP Officers will conduct presentations regarding truancy awareness with district staff and the community (Principals meetings, district management meetings and community meetings where the topic is truancy).
- * TRIP Officers will drive distinctively marked vehicles (Truancy Officer) and wear distinctive uniforms.
- * TRIP Officers will monitor and evaluate the program quarterly.
- * TRIP Officers will document daily activities on TRDPD CAD.
- * TRIP Officers will lead/coordinate larger operations consisting of additional TRDPD Officers, district staff, and outside agencies as needed.

STAFFING/OPERATIONS:

- * TRIP will consist of two full-time Officers with experience working with students, families, and district staff.
- * TRIP Officers will work a modified schedule generally Monday through Thursday 0700-1700 with the ability to flex hours as needed.
- * TRIP Officers will be assigned marked police vehicles with distinctive markings to broaden awareness and encourage the community to get involved (can be magnetic decals to start)
- * TRIP Officers will wear modified uniforms so the public can immediately identify TRIP Officers as Truancy Officers.
- * TRIP Officers will need access to school data records (ARIES) and have the ability to make entries.
- * TRIP Officers will need a private office to house records, supplies, equipment (phone, desk top computer with typical L.E./school software, color printer, camera), and to host meetings.
- * TRIP Officers will be provided a personal data device to allow documentation of interviews from the field.
- * TRIP Officers will utilize occasional weekend, summer break, holidays to contact students and their families to encourage school attendance.
- * TRIP Officers will work with various outside agencies such as CPS, Children's Receiving Home, and the Wind Youth Center to promote student attendance.

FUNDING:

- * TRIP Officers will continue their regular employment at TRDPD.
- * Student Services will provide funding to cover additional equipment and overtime costs only.
- * TRIP Officers will contact private businesses to gain support to provide positive rewards for student who significantly improve their school attendance.

GOALS:

The initial goal for TRIP will be to identify up to 200 students with attendance issues who are not yet participating in SARB. Quarterly and annual reports will show improved attendance, and thus improved ADA.

It is important to note that TRIP will be a TRDPD program and work with Student Services and individual school sites as a stand only unit.

Theme #3 -Improve relationships with law enforcement agencies

Recruitment

The current leadership of the department are recent retirees from the Sacramento Sheriff's Department and the Sacramento Police Department. This has helped in our efforts to strengthen relationships with other local law enforcement agencies.

Meetings

TRPD leaders have held several meetings with Sacramento Sheriff's Department and the Sacramento Police Department. Several members of our Professional Review Panel are current and former members of both departments.

Internal Direction

TRPD leaders have issued new guidelines on assisting on calls with other agencies and have reinforced written guidelines with staff briefings and discussions.

Investigation Assistance

The Sacramento Police Department is generously donating their time to provide an independent investigation of TRPD policy and personnel concerns.



Twin Rivers District Police Department

AREA OF CHANGE

Meeting with Sacramento County Sheriff

IMPLEMENTATION DATE

November 29, 2011

November 30, 2011

December 5, 2011

PRIOR PRACTICE/PROCEDURE

Officers with TRDPD were encouraged and directed to monitor outside agency traffic and voluntarily intersect themselves in outside agency calls for service away from Twin Rivers School District property.

REDEFINED PROCEDURE

Acting Chief Trang To and Superintendent Frank Porter met with Sacramento County Sheriff Scott Jones and established an open line of communication between the two agencies. TRDPD offices are now directed to reframe from interjecting themselves from outside agency calls unless requested by that specific agency for assistance, thus allowing them to focus more patrol hours on school campuses. This meeting generated a positive response from Sheriff's North Patrol Captain echoing support for TRDPD.

Also, as a response, Acting Chief To issues deployment guidelines for outside agency assists to all TRDPD personnel.



TWIN RIVERS POLICE DEPARTMENT

INTRA DEPARTMENTAL CORRESPONDENCE

DATE Monday December 5th 2011
TO All TRPD Personnel
FROM Acting Chief of Police Trang To
RE Reissue – Assisting On Calls with Other Agencies

Please note this reissuance of the following to clarify the policy of the Twin Rivers Police Department.

When any employee is aware of a pending or in progress call for service with any outside law enforcement agency, we must respect the fact that another agency has taken the responsibility for that call. Members of our agency will not simply put themselves on that call nor respond to that vicinity without first having our Communications Center contact the other agency Communications Center and confirm that our assistance is necessary and/or requested. The second option is to advise our Communications Center, on the radio, that you are leaving our channel and going to the channel of the outside agency to offer assistance, ONLY when specifically requested by the outside agency's Communications Center or the other agency's supervisors or a responding agency's patrol unit, will a TRPD officer respond to that call for service and/or the vicinity of that call. A TRPD supervisor may direct an officer to respond to an incident, when necessary.

The only exception to this will be in the case of the imminent loss of life of an officer or citizen, foot pursuit, etc. Even in that instance, TRPD personnel will immediately and without exception, notify our Communications Center, on the radio, of their self initiated response, to such an incident. The TRPD Communications Center will immediately contact that outside agency's Communications Center to confirm that our assistance is needed. If our assistance is not required, the TRPD Communications Center will advise our officer(s), on the radio, that our response is not needed and the officer(s) will immediately terminate their response to the incident.

Be mindful that when another agency dispatches a call for "any available officer" to respond, they are simply and only referring to officer from their own agency and not any other agency. The call is not intended for any officer monitoring their radio channels. We, as an independent agency, expect the other agencies in the region to respect our department and to advise us whenever they come onto one of our campuses, sites or district properties. We, in turn, must show them the same respect. Our assistance is much appreciated and needed by our partners in law enforcement so it is important we show the same respect as we expect in return.

Theme #4 -Review operations and policies

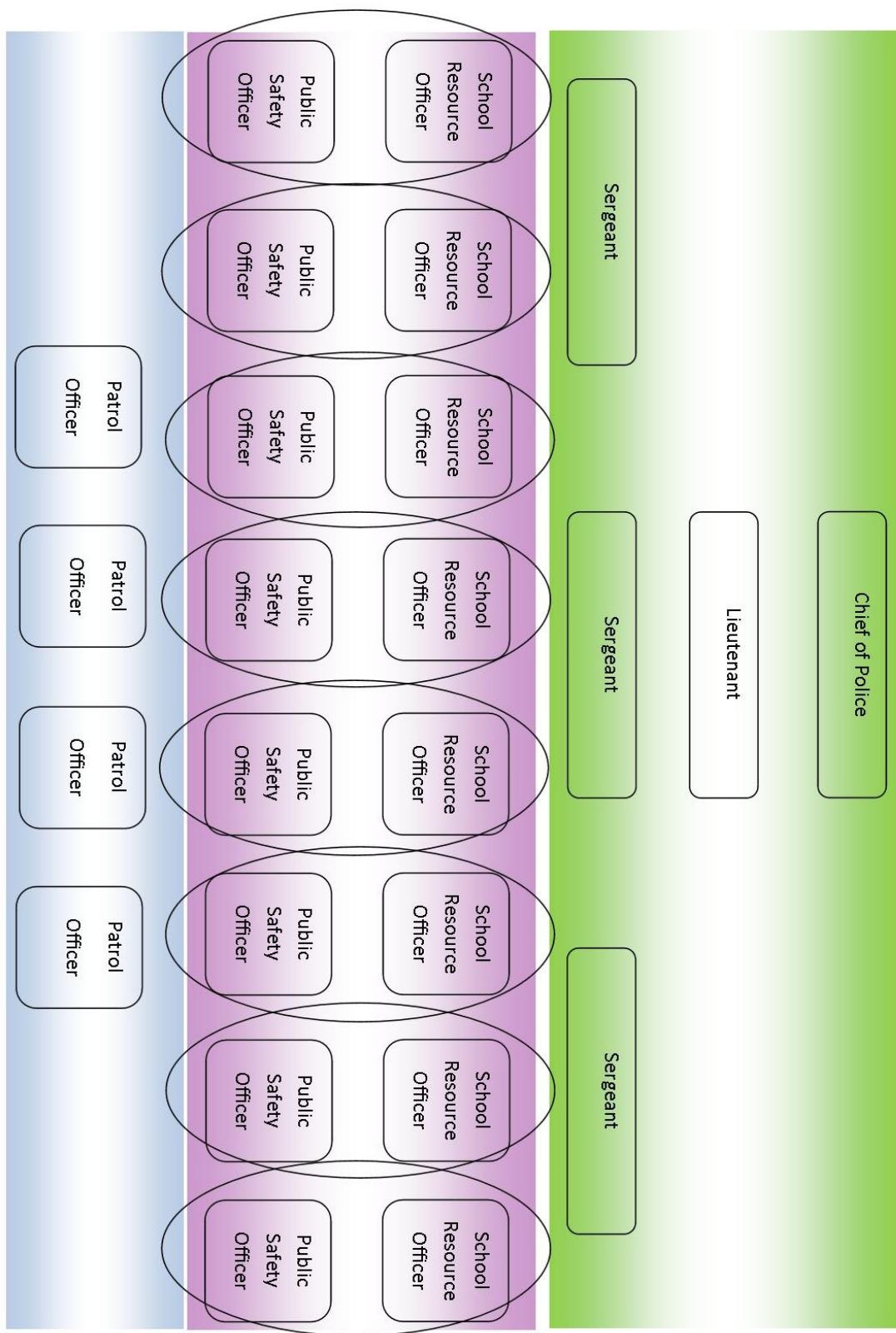
Independent Review of Operations—Matt Powers

As part of its larger operational review, the Twin Rivers Unified School District engaged the services of Matt Powers, retired Sacramento Police Department Deputy Chief and former Director of the California Prison Industries Authority, to conduct a review of several specific staffing and deployment issues within the Twin Rivers Police Department. Mr. Powers' operational review contains numerous recommendations for the District and Department. A Partial list of recommendations includes the following:

- Discontinuing 24 hour-a-day deployment for uniform personnel and shifting to an 18 hour-a-day deployment while retaining a 24 hour-a-day dispatch center which can relay calls to the Sheriff's or Police Departments.
- Increasing the number of School Resource Officers from 6 to 8 through a combination of moving to 18 hour-a-day coverage and modifying shift lengths.
- Placing greater emphasis on the School Resource Officer role beginning with initial selection and hiring and continuing through assignment of SROs to specific school sites.
- Reducing the total number of Department vehicles from 30 to 27 and initiating a rotation of high mileage vehicles out of the current fleet.
- Adoption of a recommendation from the Department's Law Enforcement Professional Panel to discontinue issuance of shotguns to line officers (This recommendation was implemented prior to issuance of the report)
- Changing the Department's command structure so as to increase first line supervision by increasing the number of sergeants.
- Establishing revised Memoranda of Understanding with local general law enforcement agencies to more accurately establish roles and responsibilities between the agencies.
- Leveraging the potential of the District's Public Safety Officers (civilians who function as campus monitors) by aligning them with SROs in terms of supervision and mission to maximize joint efforts towards a common student safety mission.

Please see the addendum to this progress report for Powers' full report.

Proposed Deployment Structure



Mr. Powers' recommendations are in addition to steps taken to date by the District and its Police Services Management Team which include:

- Significantly reducing non-campus related enforcement stops and tows
- Increasing campus site visits by 100%
- Reducing the administrative fee for towing from \$200 to \$90
- Terminating contracts for patrol services with local park districts
- Establishing positive and cooperative working relationships with regional law enforcement partners
- An ongoing review of departmental policies, related training and compliance checks
- Implementing an automated building and evidence access control and recording system
- Implementation of a truancy intervention program on a trial basis with expected larger scale implementation with resumption of school in the fall



Twin Rivers District Police Department

AREA OF CHANGE

Memo of Tow/Citation Guidelines

IMPLEMENTATION DATE

November 9, 2011

PRIOR PRACTICE/PROCEDURE

Prior to the implementation date, TRDPD's practice was the encouragement of patrol officers to perform traffic enforcement in all areas of the district.

REDEFINED PROCEDURE

A Memorandum was authored directing all officers to use traffic enforcement procedures only when the violation poses an immediate threat to the public. This directive refocused the officer's time on campus security and their SRO duties.



Twin Rivers District Police Department

AREA OF CHANGE

Weapons Inventory Assigned to Rangemaster

IMPLEMENTATION DATE

December 9, 2011

PRIOR PRACTICE/PROCEDURE

At one point in the history of TRDPD, the Rangemaster was responsible for the issuance and tracking of all department firearms and the ongoing inventory of such. Due to personnel issues, that position and responsibilities have been vacant for over a year leaving weapons issuance and accountability lacking.

REDEFINED PROCEDURE

Acting Sergeant Dan Birch has taken over the responsibility of weapons qualification and inventory. All surplus weapons which were previously stored in the Department's armory are now secured in an inner safe leaving access to these weapons only to the Rangemaster. Previously the armory was accessible to all TRDPD personnel.

As of January 19, 2012, all TRDPD inventory weapons are accounted for with the exception on (1) Less Lethal Shotgun.



Twin Rivers District Police Department

AREA OF CHANGE

Issuance of Law Enforcement Rifles

IMPLEMENTATION DATE

December 18, 2011

PRIOR PRACTICE/PROCEDURE

Officers with TRDPD that have been trained and qualified in the deployment of Law Enforcement Rifles were able to randomly acquire a weapon from the Department's armory on a shift by shift basis.

REDEFINED PROCEDURE

In conjunction with the Department's Rangemaster, individual officers are now issued rifles on an individual basis. These rifles contain precision sighting systems set for individual deployment. The officers are supplied a "Soft Case" for the rifles housing when not on duty and instructed to secure the weapons in their lockers when not in use.



Twin Rivers District Police Department

AREA OF CHANGE

Briefing Realignment

IMPLEMENTATION DATE

January 11, 2012

PRIOR PRACTICE/PROCEDURE

TRDPD held briefings on a daily basis at 8:00 a.m. Having this as a briefing time prevented the officers from being on or near campuses toward the start of the school day which is a historic time for fights and other issues requiring Law Enforcement's attention.

REDEFINED PROCEDURE

The Department Administration requested that a single weekly-briefing be held on Wednesday morning each week. This would allow officers to spend more time on campus. In the event information needed to be passed along to officers, an administrative message could be generated or the shift supervisor could personally deliver the message.

Wednesday also is a late start/professional development day, with fewer students on school sites, for the majority of the locations affording the officers time for briefings.



Twin Rivers District Police Department

AREA OF CHANGE

Recalculation of Tow Fees

IMPLEMENTATION DATE

Week of -January 23, 2012

PRIOR PRACTICE/PROCEDURE

TRDPD had a prior tow fee of \$200. This allowed the subjects vehicle to be released from a designated tow facility. It is unknown how this number was derived and to which formula used. As of 45 days prior to October 14, 2011, TRDPD officers towed and cited 13 vehicles.

REDEFINED PROCEDURE

The Department Administration was instructed by the District Superintendent to research what neighboring agencies were charging for a like service. TRDPD found, that including the initiating officers time on the stop, TRDPD Dispatch, District administration cost, and a variable district vehicle fee, the new towing fee would be calculated at \$90.00.

TRDPD officers towed (5) vehicles in the 45 days after October 14, 2011.

1333 Grand Avenue Sacramento CA 95838
Dispatch 916 566 2770 Fax 916 286 4920



Twin Rivers District Police Department **MEMORANDUM**

Inter-Department

DATE: March 19, 2012
TO: All Department Personnel
FROM: A/Chief Scott Lacosse
RE: Guidelines for Traffic Enforcement

On November 8, 2011 Lieutenant Spano issued a memorandum that stated in part:

"As part of our ongoing process of reviewing and improving operations, the following guidelines shall be followed by all members of this Department:

- Vehicle and pedestrian stops should only be conducted when the violation observed poses a threat to the public. Examples of such violations would be, including but not limited to: speeding, reckless driving, failure to stop (Stoplight or Stop sign), etc. If the situation presented can be safely delegated to local authorities, such authorities should be contacted first."

This language precludes legal and mission appropriate stops where there is a nexus to the Department's mission but where the violation itself does not present a threat to the public. Effective immediately the November 8 memorandum is amended as follows:

As part of our ongoing process of reviewing and improving operations, the following guidelines shall be followed by all members of this Department:

- *Absent a nexus to the safety of students, staff or the security of district property,* vehicle and pedestrian stops should only be conducted when the violation observed poses a threat to the public. Examples of such violations would be, including but not limited to: speeding, reckless driving, failure to stop (Stoplight or Stop sign), etc. If the situation presented can be safely delegated to local authorities, such authorities should be contacted first."
- Towing of vehicles should also only be performed when the vehicles are determined to be abandoned, stolen or illegally parked on or adjacent to Twin Rivers Unified facilities or facilities governed by organizational contracts with the Twin Rivers Police Department. All other vehicles observed as possibly requiring towing outside of said jurisdiction should be reported to local authority.

If you have any questions in regards to this policy please contact a supervisor for clarification.



Twin Rivers District Police Department

AREA OF CHANGE

On Duty Weapons Deployment

IMPLEMENTATION DATE

March 22, 2012

PRIOR PRACTICE/PROCEDURE

On duty officers assigned to SRO/Patrol positions in marked patrol vehicles are issued a Semi Automatic handgun, Less Lethal Shotgun, and a 12 gauge shotgun along with a rifle if trained and qualified to carry such weapon.

REDEFINED PROCEDURE

After the Acting Chief reviewed the weapons deployed with the professional panel members and discussion with TRPD management it was unanimous that the shotguns would be removed from daily issuance.

The 12 gauge shotgun was found not to meet any of the SRO tactical needs that officers would face during an on campus deadly force incident. In the event a SRO would need to resort to a "long distance" neutralization the law enforcement rifle could be used in more of a surgical manner then the multiple projectile shotgun.



Police Services and Safety Advisory Committee Update

17 applicants – parents, community members and staff

- 11 parents/community members
- 6 staff members – 2 are also a parent and/or community member

Committee Membership:

17 Members total (we originally were going to have committee be no more than 12 members, but expanded committee to make sure we had representation from variety of perspectives)

11 are parents/community members – 8 parents (including parent from Center USD), 3 community members/businesspeople from throughout district

5 staff – asked to participate by Supt. Porter

- Acting Chief LaCosse
- Kate Bishop-Hazarian, Director of Family and Community Involvement
- Rudy Puente, Director of Student Services
- 3 Vice Principals – one from elementary, one from jr. high and one from High School

5 applicants were not selected

- 2 were staff members – we had enough staff representatives on committee
- 1 was spouse of board member
- In one case, we had two members of the same household. One was accepted, one wasn't
- 1 application came in after the deadline

First Meeting: Thursday, February 9th from 6:00 to 7:30 p.m.

Facilitator: Acting Chief LaCosse (Kate Bishop-Hazarian and Rudy Puente will assist)

Agenda for Meeting

Welcome

Introductions

Group Protocols

Role of the Advisory Committee

- Look at role of TRPD/School Resource Officers in supporting school safety
- Develop strategies to connect officers with the schools and communities they serve
- Feedback on strategies to improve overall school climate
- Feedback to Law Enforcement Professional Panel

TRPD Update

- What led to formation of this committee
- Changes in TRPD operations
- Steps moving forward

Closing

February 2012



POLICE SERVICES & SAFETY ADVISORY COMMITTEE
February 9, 2012

NAME	Role
Bishop-Hazarian, Kate	Director, Family Involvement
Bolsover, Doug	Community Member
Charles, LeFreca	Community Member
Crowe, Chris	Community Member
Grandinetti, Mike	Community Member
Haddad, Jeanne	Community Member
Hinson, Darris	Grant High Vice-Principal
LaCosse, Scott	Acting Chief, TRPD
Lee, Patrick	Community Member
Loureiro, Rita	Community Member
Miranda, Daniel	Community Member
Moore, Charlea	Community Member
Pope, Will	Foothill Ranch Vice-Principal
Puente, Rudy	Director, Student Services
Sanders, Lania	Community Member
Santana, Margo	Community Member
Santos-Reed, Kathryn	Community Member

TWIN RIVERS POLICE DEPARTMENT COMPARATIVE STATISTICS

CALL TYPE	January 1, 2011 thru April 1, 2011	January 1, 2012 thru April 1, 2012
Campus Security Check (AM/PM)	877	1,770
Traffic Stops	740	139
Traffic Citations	218	53
Tows	104	5
Pursuits	4	0
Home Visits/Checks	61	69
Disturbance Calls	144	121
Burglary Alarms	879	478
Burglary: In Progress/Just Occurred	6	4
Burglary: Reports	21	17
Thefts	34	37
Vandalism	42	36
Out of control Juvenile	34	29
Trespass	66	65
Suspicious Vehicle	104	83
Missing Persons	52	46
Suspicious Persons	380	259
911 Hang ups	54	35