

BOARD OF REGENTS BRIEFING PAPER

1. AGENDA ITEM TITLE: Direction for Southern Police Services

MEETING DATE: September 7-8, 2017

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

At its December, 2016 meeting, the Board directed UNLV and CSN to develop a plan to consolidate the southern police units, similar to that achieved between TMCC, UNR, and DRI. Both UNLV and CSN have worked on and submitted separate plans, but have been unable to agree on the terms of such consolidation. Therefore, the Chancellor requests that the Board authorize him to hire an outside police and safety expert to work with UNLV, CSN, DRI, and NSC to develop a southern Nevada plan to provide services.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

Board approval of the consolidation of the UNLV and CSN police and campus safety services and approval for Chancellor Thom Reilly to hire a police and safety expert to bring a recommendation and plan to the Board on the consolidation serving southern Nevada NSHE institutions, to be effective 7-1-18. Such a study and plan would examine both the southern consolidation, from a cost efficiency and public safety perspective, and the potential for a statewide police and security force and bring the recommendation to the December Board meeting.

4. IMPETUS (WHY NOW?):

CSN and UNLV have worked on potential consolidation parameters, but have been unable to agree on the consolidation plan. External assistance is needed to bring the Board's directive to fruition.

5. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

- The first annual report from Chief Adam Garcia with regard to the northern police consolidation is complete, and positive support from all institutions is evident. It demonstrates that consolidation can result in savings, effectiveness, and efficiency.
- The UNR/TMCC consolidation required the assistance of an external leader (Brooke Nielsen) to guide and direct negotiations.
- For southern Nevada, such an external leader is essential to have a timely and accurate consolidation plan.
- The Board has been clear in its decision that consolidation should occur in a timely manner.
- No directive to date has resulted in a plan.
- NRS statutes authorize a statewide NSHE police and safety unit. With this study on consolidation, it will be possible to examine the feasibility, advantages, and disadvantages of such action.

6. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

- Spending money to hire an external expert is neither necessary nor wise.
- The plan from Northern Nevada could be used as a template for Southern Nevada with no further discussion of the unique nature of the Southern institutions.

7. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

- Do not consider the additional or further consolidation of police and public safety units.
- Give UNLV and CSN more time to develop an agreed upon consolidation plan.

8. COMPLIANCE WITH BOARD POLICY:

- ☐ Consistent With Current Board Policy: Title #_____ Chapter #_____ Section #_____
- ☐ Amends Current Board Policy: Title #_____ Chapter #_____ Section #_____
- ☐ Amends Current Procedures & Guidelines Manual: Chapter #_____ Section #_____
- ☐ Other:_____
- ☐ Fiscal Impact: Yes____X____ No_____
Explain:___Cost of external evaluator_____

DRAFT
**Proposal to Consolidate NSHE
Southern Nevada Police Services**

Prepared: March 16, 2017

Terms of Agreement for Consolidation Plan

This proposal addresses the consolidation of police and public safety services in Southern Nevada, affecting the College of Southern Nevada, Desert Research Institute (Southern Nevada Campus), Nevada State College, University Nevada Reno* (southern properties/facilities) and University of Nevada, Las Vegas for the purpose of greater efficiency, coordination, communication, and collaboration.

**Please Note: The University Nevada, Reno has a variety of properties in Southern Nevada including facilities associated with the Southern Nevada Cooperative Extension and University of Nevada Reno School of Medicine. However, its largest property holdings, the School of Medicine's facilities in Southern Nevada will be transferring to the UNLV School of Medicine in July of 2017. Therefore, UNR's Nevada Cooperative Extension properties and any other miscellaneous properties are the only remaining UNR properties to be considered in this process of consolidation.*

Principles:

- A.) The provision of a safe and secure environment for the students, faculty, staff and invitees of the campuses is a primary obligation;
- B.) The goal is to create an **effective, efficient** and **professional** level of campus safety through a consolidated, accredited police force;
- C.) The campuses understand that each must retain input over the delivery of such services even in a consolidated format;
- D.) The campuses, where appropriate, will continue to coordinate and collaborate with police in Southern Nevada municipalities and with state police officials. This will include maintaining any appropriate Memorandums of Understanding (MOU's) that apply to the rendering of mutual aid and assistance. Both UNLV & CSN already have police advisory boards and so we suggest that those be coordinated and perhaps expanded so as to provide some oversight for each campus in the services provided to them.

Based on these principles, the undersigned on behalf of their respective campus agree as follows:

- 1.) The campuses agree to work together in good faith to review operations and assess the feasibility of a structure for consolidated police services.
- 2.) The campuses shall complete an assessment and pursue accreditation by the International Association of Campus Law Enforcement Administrators (IACLEA) and/or the Commission on Accreditation for Law Enforcement Agencies (CALEA).

- 3.) The implementation plan at a minimum shall address the following areas:
- a. Recognition of differentiation of missions *
 - b. Acceptable service levels at each campus, site, and location;
 - c. Staffing plan;
 - d. Equipment plan;
 - e. Governance plan;
 - f. Operational plan;
 - g. Budget;
 - h. Cost Savings; and
 - i. Timeline

**Please Note: Differentiation of mission shall be considered wherever appropriate. One exception is with regards to 24 hours a day, 7 days a week police shift coverage. Anything less than 24 hour coverage will significantly impact efforts to attain accreditation and open NSHE to criticisms that it doesn't provide equitable coverage of all institutions.*

- 4.) To the extent that the assessment identifies savings, it shall identify those savings by campus. Then, based on a review of savings and efficiencies, the **proposal** shall be brought to the Board of Regents and if approved, **an implementation plan will be developed and brought to the Board of Regents for action.**

Key Features of the Plan:

- Minimal 24/7 police patrol staffing of CSN and UNLV campuses with officer back-up (working 12 hour shifts as one consolidated NSHE Southern Area Command Police Department) with existing police officers.
- Consolidate 911 police radio dispatch services provided by UNLV.
- Consolidate civilian administrative services provided by UNLV.

Proposal:

This plan will address the specified terms of agreement and principles cited above and is founded upon the resources and capabilities of CSN and UNLV police forces. It is further proposed that a working group comprised of representatives of CSN meet with representatives from UNLV to work through plan details such as standardized equipment, communications and dispatch, staffing, and branding. The representatives from UNLV will also be representing NSC, UNR (Southern Nevada properties) and DRI in these talks. Campus representatives from those respective institutions may be called upon to be present in discussions as needed.

The NSHE Southern Nevada Police Services Consolidation Plan will maintain the current overall levels of law enforcement services provided at the CSN campuses while deploying them in consolidated police officer roving teams on a 24 hour/7 days a week schedule. Dispatch services will also be consolidated employing the established existing UNLV Police 9-1-1 Communications and Dispatch Unit. Civilian administrative services will be consolidated employing the established UNLV model.

Governance:

It is understood that the names of both departments will have to be revised to reflect the consolidation of both departments to one serving the “NSHE Southern Area Command.” This newly established and renamed police department will be directed by one Police Chief. It is agreed that initially the current UNLV Police Chief will serve as the interim head of the department through the transition and successful implementation of the new consolidated force.

At the conclusion of the incumbent UNLV Chief’s tenure at the University, a national search will be conducted for his replacement. The incumbent Chief of Police at CSN will remain with a title change reflecting changes in operational responsibilities but no loss of compensation. CSN’s Chief will be an assistant chief who will be responsible for CSN operational patrol oversight reporting to the Office of the Chief for the NSHE Southern Area Command, and any future search regarding that role would appropriately include CSN representatives.

NSHE consolidated police officers, for purposes of supervision, evaluation, patrol operations and accountability are under the control, command, supervision, and direction, of the newly appointed Chief of the “NSHE Southern Area Command Police” who will **consult regularly and serve as liaison with CSN and UNLV executive staff** (as applicable).

Coverage Objective:

The campuses are committed to providing similar levels of police and public safety services as may be guided by institutional presidents.

- No sworn police positions at either institution will be eliminated although titles may be changed. All UNR (former Southern Nevada properties), CSN, DRI, NSC, and UNLV campuses and sites will be appropriately staffed and covered with 24 hours, 7 days a week police shift coverage, as determined by the Police Chief in consultation with and concurrence of the respective University and College Presidents.
- Accreditation through the International Association of Campus Law Enforcement Administrators (IACLEA) and/or the Commission on Accreditation for Law Enforcement Agencies (CALEA) will remain a goal for the consolidated force.

Staffing Plan (Police Coverage):

Under this plan, CSN and UNLV agree to provide their communities 24 hour, 7 day a week, 365 days a year police patrols and response to calls for service.

CSN will retain the existing contract for security guard support.

This proposal would allow for 2 dedicated police communications dispatchers at UNLV's (911) Police Communications Center pursuant to the termination of CSN's dispatching contract with Clark County School District (CCSD) Police.

The specific staffing plan will be developed in consultation and collaboration with UNLV and CSN Police Services.

Cost/ Budget Consideration:

The plan will be implemented with minimal disruption to existing operations at CSN but will increase the police coverage and would require the following agreements from CSN:

- CSN police dispatching services would be provided by 2 additional UNLV police dispatchers who would be funded by CSN. Currently, CSN's limited police dispatch services are provided by the Clark County School District (CCSD) Police.
- CSN would fund 2 police dispatchers at UNLV. Cost would be \$120,000 for full service 24 hours / 7 days a week direct C.A.D. dispatch and 9-1-1 services to the entire CSN community. The elimination of the CCSD Police dispatch should produce a savings of approximately \$60,000. Police services would continue to be coordinated, however, with not only CCSD police services but with Metro police services as well.
- Any additional cost savings, as a result of the consolidation, will be determined as the plan is fully developed.

Equipment:

All officers will be equipped equally, i.e., vehicles, uniforms, bullet proof vests, body video cameras, etc.

Services:

Sworn officer specialized services include: investigations (detectives), explosive detection K-9 and special events. Civilian dispatch and administrative services include: communications, dispatch, budgetary/administrative support, web development, public/media relations, community outreach, technology, police records/property, emergency preparedness, etc. It is understood and agreed that these services will be consolidated under this agreement. It is intended that UNLV police services would absorb and undertake much of these services at no cost to CSN, and on an annual basis UNLV and CSN would evaluate services and determine if changes are necessary and how they would be implemented.

Conclusion:

Consolidation of police services in Southern Nevada is a priority for the Board of Regents. Factors in such a plan will include operational efficiency, cost-effectiveness, and the needs and expectations of the campuses served, and how they will be involved in the process.

College of Southern Nevada

Supplemental Brief on Police

May 8, 2017

Background	<p>At its December 2016 meeting, the Board of Regents directed the presidents of CSN and UNLV to develop a plan for merging police departments into a consolidated operation that saves money. The Board directed that a response be presented at the June 2017 meeting.</p> <p>Heeding that direction both presidents discussed the matter extensively, met with internal officials at the respective institutions and with the chancellor. In good faith of the Board's direction, the Proposal to Consolidate document was developed for presentation. The document sets forth principles and procedures for a NSHE Southern Command, outlines plans for implementation, and optimizes the assets and services of both departments to create the new, unified department. Discussions have not been held with the two chiefs of police on next steps.</p> <p>However, both CSN and UNLV recognize challenges to this merger. Each challenge is described below, followed by conclusions and a recommendation, from CSN's perspective, for the Regents' consideration.</p> <p>Both CSN and UNLV seek accreditation for police services. The International Association of Campus Law Enforcement Administrators (IACLEA) is a specialized accrediting agency that has twice reviewed CSN, upon invitation, to provide guidelines on its standards. IACLEA recommendations are further referenced below.</p>
Current safety and security	<p>CSN was recognized in April 2017 with the following:</p> <p><i>YourLocalSecurity is happy to announce that College of Southern Nevada is the safest campus in Nevada for students! You've clearly made a commitment to safety on campus and as a result, your school boasts the lowest crime rate per student in the state.</i></p> <p><i>See the full article and state-by-state breakdown here:</i> http://www.yourlocalsecurity.com/blog/2017/04/04/safest-college-campus-by-state</p> <p><i>Our safety experts analyzed crime data from the FBI and U.S. Department of Education to determine which campuses in each state were the safest for students. We also took into account on-campus safety initiatives and local crime stats to ensure our rankings paint a</i></p>

	<p>full picture.</p> <p>Please share this great news with your students and community! I've attached a press release for your convenience. If you have any questions please feel free to email me at jonathan@yourlocalsecurity.com.</p> <p><u>Both CSN and UNLV departments have high standards to protect the current safety and security of students and employees.</u> Under a proposed merger, preserving safety and security while improving coverage are top priorities for both institutions.</p>																																																																
Challenge: Compensation	<p>A significant issue affecting the recruitment and retention of officers is differing rates of pay compared to state police positions and NSHE police positions. For example, CSN officers contribute to their own state retirement and medical benefits. This issue was cited the IACLEA review of CSNPD in the fall of 2016. The issue is a barrier to retaining certified officers on a college or university campuses, and should be resolved prior to any merger.</p>																																																																
Challenge: Staffing	<p>The table below is an extract from the fall 2016 IACLEA review at CSN. For appropriate staffing, CSN needs to add 5-6 certified officers given its current enrollment and model of coverage. The CSN/UNLV plan proposes 24/7 coverage, although not needed at CSN as this time. Clearly, however, to expand coverage more officers, in CSN’s judgment, will be needed.</p> <div><p>TABLE 3 Average number of full-time campus law enforcement employees per 1,000 students, by type and size of 4-year campus, 2011–12</p><table><tr><th rowspan="2">Type and size of 4-year campus</th><th colspan="2">All agencies</th><th colspan="2">Agencies employing sworn personnel</th></tr><tr><th>Full-time employees</th><th>Per 1,000 students</th><th>Full-time officers</th><th>Per 1,000 students</th></tr><tr><td>All campuses</td><td>37</td><td>4.1</td><td>24</td><td>2.4</td></tr><tr><td>Public</td><td>41</td><td>3.6</td><td>25</td><td>2.2</td></tr><tr><td>15,000 or more</td><td>67</td><td>2.5</td><td>38</td><td>1.4</td></tr><tr><td>10,000–14,999</td><td>32</td><td>2.5</td><td>20</td><td>1.6</td></tr><tr><td>5,000–9,999</td><td>26</td><td>3.6</td><td>16</td><td>2.3</td></tr><tr><td>2,500–4,999</td><td>24</td><td>6.7</td><td>15</td><td>4.2</td></tr><tr><td>Private</td><td>32</td><td>4.8</td><td>22</td><td>2.9</td></tr><tr><td>15,000 or more</td><td>114</td><td>5.0</td><td>52</td><td>2.3</td></tr><tr><td>10,000–14,999</td><td>62</td><td>5.2</td><td>45</td><td>3.7</td></tr><tr><td>5,000–9,999</td><td>30</td><td>4.4</td><td>19</td><td>2.8</td></tr><tr><td>2,500–4,999</td><td>17</td><td>4.8</td><td>10</td><td>2.9</td></tr></table><p>Note: See appendix table 4 for the 25 largest agencies ranked by number of full-time employees. See appendix table 5 for the 25 largest agencies ranked by number of full-time sworn officers.</p><p>Source: Bureau of Justice Statistics, Survey of Campus Law Enforcement Agencies, 2011–12.</p></div>	Type and size of 4-year campus	All agencies		Agencies employing sworn personnel		Full-time employees	Per 1,000 students	Full-time officers	Per 1,000 students	All campuses	37	4.1	24	2.4	Public	41	3.6	25	2.2	15,000 or more	67	2.5	38	1.4	10,000–14,999	32	2.5	20	1.6	5,000–9,999	26	3.6	16	2.3	2,500–4,999	24	6.7	15	4.2	Private	32	4.8	22	2.9	15,000 or more	114	5.0	52	2.3	10,000–14,999	62	5.2	45	3.7	5,000–9,999	30	4.4	19	2.8	2,500–4,999	17	4.8	10	2.9
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<p>Challenge: Communications and Dispatch</p>	<p>Both CSN and UNLV are connected to the Clark County Fusion Center for coordination and communication during emergencies. For day-to-day communications and dispatch CSN's radio system and dispatch are linked as follows:</p> <p><u>CSN's Radio System:</u> The Southern Nevada Area Communications Council (SNACC - http://snacconline.com/system-users/) is the largest regional provider of these communications services. SNACC is comprised of almost every southern Nevada police, fire, EMS, hospital, public works, transportation and aviation agency in the valley. Yet, of all the NSHE institutions represented in southern Nevada, CSN is the only member in SNACC.</p> <p><u>CSN's Interoperability Communications:</u> Multi-jurisdictional dispatch coverage thru CCSD allows oversight of all CSN property locations. The CSNPD has upgraded the radio system to the new federal digital standard for improved interoperability communications. CSNPD joined a regional dispatch center that is experienced in coordinating the multiple police jurisdictions where CSN properties are located. CSNPD has established improved interoperability with other local police department by partnering with the SNACC radio system. Over 40 departments utilize SNACC. UNLV does not. CSNPD is now fully P-25 Phase one compliant with the new federal interoperability communication standard due to the move to SNACC with digital radios. Finally, having separate channels for separate campuses is critical to CSN's ability to manage calls and locations. CSN's new, expanded radio fleet map has improved interoperability with all external PD/FD/EMS agencies.</p> <p>The CSN/UNLV plan shifts dispatch services to UNLV, limiting CCSD coordination, as CSN understands current interoperability. It is estimated that having UNLV dispatch services will yield a savings of \$60,000.</p> <p>However, for CSN to shift to the Nevada Shared Radio System (NSRS) to be compatible with UNLV will incur additional costs. Likewise for UNLV to shift to SNACC to be compatible with CSN will incur additional costs.</p>
<p>Challenge: Space</p>	<p>Below is another extract from the IACLEA review in fall 2016. It recommends more, co-located space for the CSN police and security personnel. This recommendation, affecting all three campuses, would perhaps result in better coordination and communication between police</p>

and security officers, but CSN would need to add or lease additional facilities, secured and configured for police. Costs for a space solution have not been researched.

Findings/Comments:

A campus public safety or security office should be centrally located and easily accessible on the campus it serves. The location of the office should also be prominently noted in all campus publications and on appropriate signs. Office space should include, at a minimum, a small public area with a counter for walk-in contacts, an office operations area, a private office for the department director, a small room for private interviews and a squad room for officers and their equipment. The squad room could also double as a classroom for training while the front office could also double as the dispatch area. Access to all but the public area should be limited to department personnel.

Police facility planning guidelines are published by the International Association of Chiefs of Police (IACP). Further information is available at their website, <http://www.theiacp.org/Portals/0/pdfs/Publications/ACF2F3D.pdf>

The CSN Police Department on the Charleston Campus is housed in essentially three unconnected classrooms. There are plans to transition the security guard operation (cameras/security dispatch/lost and found) from a separate building to an adjacent fourth classroom.

The current facility configuration presents a challenge to the police department's capacity to provide professional services on behalf of CSN. The facility lacks a public entry/lobby walk-up area; there are inadequate facilities to conduct confidential interviews of victims, witnesses or suspects; insufficient private office space for supervisors; inadequate facilities to secure property/evidence, and police equipment; and the facility lacks locker rooms and break rooms. The existing squad room could be enhanced to serve as an area for department training/meetings and other police functions.

A strategic renovation could, at the same time, address any needs for future accreditation. In such a renovation, the transition of the security guard operation could provide a solution for the lobby/ public walk-up area. The alignment of the security camera systems within the police facility could greatly enhance the situational awareness for daily police operations and also for emergencies. The inclusion of contracted security guards inside the police department may present security clearance challenges and should be addressed during the facility review.

A police department often will serve as the central location for providing leadership during an emergency. As such, consideration should be given to co-locating such college positions as the emergency manager or others whose job is predominantly related to emergency response. The co-location of such assets can aid greatly in the development of an emergency management team. The implementation of an Emergency Operations Center (EOC) will facilitate a working space and technology resources for staff during

	<p><i>emergencies. The police squad room could be designed and enhanced with technology solutions to meet this need.</i></p> <p><i>The context of this LEMAP review did not include an assessment of all other campus police locations; these should be included in the strategic review process.</i></p> <p>CSN recognizes its responsibility to meet IACLEA standards, with or without a merger.</p>
Conclusion and Recommendation	<p>CSN has concluded that the small dollar savings of changing dispatching services will not offset the cost of disruption and the costs to add more officers, more space, and resolve more pressing compensation issues. CSN recommends one of two options:</p> <ul style="list-style-type: none"> A. Tabling the police merger issue for the present time, or B. Pursuing a statewide, NSHE unified police service with a rotating chief on the staff of the Chancellor structured with a northern and southern command, and with two divisions in the south, one UNLV and the other CSN.

Consolidation Plan for University Police (NSHE Southern Area Command)

Prepared: May 9, 2017



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- 3.) The implementation plan at a minimum shall address the following areas:
 - a. Recognition of differentiation of missions*
 - b. Acceptable service levels at each campus, site, and location;
 - c. Governance plan;
 - d. Staffing plan;
 - e. Cost Savings;
 - f. Budget;

- g. Equipment plan;
- h. Operational plan (See “Staffing Plan” & Addendum I for full details);
- i. Timeline (See Addendum III for full details)

**Please Note: Differentiation of mission shall be considered wherever appropriate. Two exceptions are the following: First, with regards to 24 hours a day, 7 days a week police shift coverage. All campuses will have this level of coverage. Anything less than 24 hour coverage will significantly impact efforts to attain accreditation and open NSHE to criticisms that it doesn't provide equitable police and public safety coverage to all institutions. Second, no campuses will utilize private security monitoring services to assist in law enforcement activities. All security for campuses will be provided through sworn law enforcement officers, part-time student security hired through the police department, or security services approved by the Chief of Police.*

- 4.) To the extent that the assessment identifies savings, it shall identify those savings by campus. Then, with a review of savings and efficiencies, the **consolidation plan** shall be brought to the Board of Regents for approval and action.

Key Features of the Plan:

- 24/7 police patrol staffing of CSN and UNLV campuses with officer back-up (working 12 hour shifts as one consolidated NSHE Southern Area Command Police Department). CSN police patrol operations will expand by 10 officers.
- Consolidate 911 police radio dispatch services provided by UNLV. Dispatch services will expand by 2 dispatchers to cover additional radio traffic from CSN.
- Consolidate civilian administrative police support services provided by UNLV. Administrative services will expand by 2 to handle additional administrative needs from CSN.
- Agree to share budget and/or funding enhancements that may be necessary in accordance with anticipated growth of southern NSHE institutions.

Plan:

This plan will address the specified terms of agreement and principles cited above and is founded upon the resources and capabilities of CSN and UNLV police forces. It is further proposed that a working group comprised of representatives of CSN meet and communicate with representatives from UNLV to review plan details such as standardized equipment, communications and dispatch, staffing, and branding. The representatives from UNLV will take the lead in formulating the operations implementation (action) plan with an initial, official implementation process commencement date of July 1, 2017. They will also be representing NSC, UNR* (Southern Nevada properties) and DRI during this process. Campus representatives from those respective institutions may be called upon to be present in discussions as needed.

**Please Note: The University Nevada, Reno has a variety of properties in Southern Nevada including facilities associated with the Southern Nevada Cooperative Extension and University of Nevada Reno School of Medicine. However, its largest property holdings, the School of Medicine's facilities in Southern Nevada will be transferring to the UNLV School of Medicine in July of 2017. Therefore, UNR's Nevada Cooperative Extension properties and any other miscellaneous properties are the only remaining UNR properties to be considered in this process of consolidation.*

Recognition of Differentiation of Missions:

Differentiation of mission shall be considered wherever appropriate. Two exceptions are the following: First, with regards to 24 hours a day, 7 days a week police shift coverage. All campuses will have this level of coverage. Anything less than 24 hour coverage will significantly impact efforts to attain accreditation and open NSHE to criticisms that it doesn't provide equitable police and public safety coverage to all its institutions. Second, no campuses will utilize private security monitoring services to assist in law enforcement activities. All security for campuses will be provided through sworn law enforcement officers, part-time student security hired through the police department, or security services approved by the Chief of Police.

Acceptable Service Levels at each Campus, Site, and Location:

The University Police NSHE Southern Area Command Consolidation Plan will expand the current overall levels of law enforcement services provided at the CSN campuses while deploying police officers in patrol teams on a 24 hour/7 days a week schedule. CSN's Charleston, Cheyenne, and Henderson Campuses will have patrols stationed on their campuses, and all other satellite locations will be subject to roving patrols. Dispatch services will also be consolidated employing the established existing UNLV Police 9-1-1 Communications and Dispatch Unit (July 1, 2017). Civilian administrative police support services will be consolidated employing the established UNLV model. The process for this will also commence July 1, 2017.

Governance Plan:

It is understood that upon approval of this plan by the Regents, and effective July 1, 2017, the CSN Police Department will be decommissioned and the names of both departments will be revised to reflect the consolidation of both departments to one serving the "NSHE Southern Area Command (S.A.C.)." This newly consolidated police department will be renamed University Police (NSHE Southern Area Command). Through this plan (agreement) it is understood that CSN police employees will be reflected as full time employees (FTE's) of UNLV. The department will be managed and directed by one Police Chief effective July 1st, 2017. It has been agreed that initially the current UNLV Police Chief will serve as the head of the department through the transition and successful implementation of the new consolidated force.

At the conclusion of the incumbent UNLV Chief's tenure at the University, a national search will be conducted for his replacement. The incumbent Chief of Police at CSN will remain with a title change reflecting changes in operational responsibilities but with no loss of compensation. Effective July 1, 2017, CSN's Chief will be an Assistant Chief who will be responsible for CSN operational patrol oversight reporting to the Office of the Chief for the NSHE Southern Area Command, and any future search regarding that specific role would appropriately include CSN representatives as well as other NSHE stakeholders that may develop.

NSHE consolidated police officers, for purposes of supervision, evaluation, patrol operations and accountability are under the control, command, supervision, and direction, of the newly appointed Chief of the "University Police NSHE Southern Area Command" who will **consult regularly and serve as liaison with CSN, DRI, NSC, and UNLV executive staff.**

Coverage Objective:

The campuses are committed to providing similar and equitable levels of police and public safety services as may be guided by institutional presidents.

- No sworn police positions at either institution will be eliminated although titles and responsibilities may be changed. All UNR (former Southern Nevada properties), CSN, DRI, NSC, and UNLV campuses and sites will be appropriately staffed and covered with 24 hours,

7 days a week police shift coverage, as determined by the Police Chief in consultation with and concurrence of the respective University and College Presidents.

- Accreditation through the International Association of Campus Law Enforcement Administrators (IACLEA) and/or the Commission on Accreditation for Law Enforcement Agencies (CALEA) will remain a goal for the consolidated force.

Staffing Plan (Police Coverage):

Under this plan and effective July 1, 2017, CSN and UNLV agree to provide their communities 24 hour, 7 day a week, 365 days a year police patrols and response to calls for service.

CSN will terminate its existing contract for security guard support. The termination of this \$1.8 million contract will allow for the hiring of 10 additional police patrol officers and 2 additional administrative personnel. This will allow for a higher level of police visibility and coverage, and it will allow current administrative units a greater ability to absorb increased workloads due to the consolidation. It will also allow for a greater capacity for emergency preparedness due to the hiring of full-time staff dedicated to these efforts.

This plan would allow for 2 dedicated police communications dispatchers at UNLV's (911) Police Communications Center pursuant to the termination of CSN's dispatching contract with Clark County School District (CCSD) Police. Effective July 1, 2017 all police dispatch and communications services for the newly created University Police (NSHE Southern Area Command) will be provided by the UNLV Emergency Communications and Dispatch Center.

The initial patrol staffing plan for CSN will be a 24/7 model based on 12-hour shifts with roving patrols that will be effective July 1, 2017. This initial plan will be put in place due to the fact that hiring and training 10 additional officers will take up to a year to fully implement (*see Addendum II: CSN Roving Patrol Organizational Chart*). The final patrol staffing plan for CSN and all other NSHE Southern Institutions will be implemented upon the successful hiring and training of these additional officers. It will also be based on 24/7 model based on 12-hour shifts (*see Addendum I: University Police NSHE Southern Area Command Organizational Chart*). Adjustments to this operations plan will be reviewed and evaluated by the Chief of Police on a biannual basis and shared with the respective campus administrations.

Cost Savings/Budget:

This plan will be implemented with minimal disruption to existing operations at CSN, but the hiring of additional police officers will take a minimum of a year to complete. The length of this process is due to the fact that the hiring of a police officer requires extensive physical, psychological, and background screening. Upon completion of this screening process, successful applicants will be subjected to several months of field training. The plan will increase the police coverage and require the following agreements from CSN:

- Pursuant to decommissioning of the CSN Police Department, and their becoming UNLV FTE's, administration of the "CSN Police" budget (including funding allocated to CSN's

security monitoring and dispatch contracts) will be the responsibility of UNLV. It is anticipated that CSN will continue to receive and maintain appropriate funding for campus police services in accordance with established State/NSHE funding principles.

- Upon regent approval and commencing July 1, 2017, or as soon as possible thereafter, the termination of CSN's security monitoring contract will provide funding for 10 additional police officer positions and 2 additional administrative positions. The CSN security monitoring contract is an annual CSN expense of \$1.8 million. CSN will provide funding for these positions on an annual basis moving forward through the termination of this contract. Additionally, funding from this source will be used for one-time only purchases of 2 new patrol vehicles and upgrading both department's communications equipment in preparation for the consolidation. All residual funds beyond these expenses will be returned to CSN as cost savings.
- Upon regent approval and commencing July 1, 2017, or as soon as possible thereafter, CSN police dispatching services would be provided by 2 additional UNLV police dispatchers who would be funded by CSN. Currently, CSN's limited police dispatch services are provided by the Clark County School District (CCSD) Police.
- CSN would fund 2 police dispatchers at UNLV. Cost would be \$120,000 for full service 24 hours / 7 days a week direct C.A.D. dispatch and 9-1-1 services to the entire CSN community. The termination of the CCSD Police Dispatch contract (\$180,000) would produce a savings to CSN of approximately \$60,000.

- I.) **Estimated Annual Salary Expenses Per Position:** Below you will find a breakdown of the cost for each position type as well as the total cost per year for using the security guard contract to pay for 3 police sergeants, 7 police officers, and 2 administrative personnel.

Position	Salary	Benefits	Uniform	Equipment	Total Cost Per Position
Police Sergeant	\$58,833.12	\$23,376.00	\$1,460.00	\$622.50	\$84,291.62
Police Officer	\$55,833.12	\$22,755.00	\$1,460.00	\$622.50	\$80,670.62
Emergency Preparedness Manager	\$90,000.00	\$25,590.00	N/A	N/A	\$115,590.00
Program Officer I	\$39,672.00	\$16,274.00	N/A	N/A	\$55,946.00

Position Type	Per Position Cost	Number of Positions Required	Total Cost for Position Type
Police Sergeant	\$84,291.62	3	\$252,874.86
Police Officer	\$80,670.62	7	\$564,694.34
Emergency Preparedness Manager	\$115,590.00	1	\$115,590.00
Program Officer I	\$55,946.00	1	\$55,946.00
Annual Cost for all Positions			\$989,105.20

II.) Estimated costs to CSN for terminating its security guard contract and expanding police operations: The next series of charts show the value of CSN's current contracts and the cost impact of police expansion.

Chart #1 – Annual value of CSN contracts that would be terminated due to consolidation

CSN Contract	Annual Budget
Security Guard Contract	\$1,800,000.00
CCSD Dispatch Contract	\$180,000.00
Total Value	\$1,980,000.00

Chart #2 – Annual cost of all additional positions paid for by the termination of both contracts

Position Type	Annual Cost
Police Sergeants (3)	\$252,874.86
Police Officers (7)	\$564,694.34
Police Dispatchers (2)	\$120,000.00
Emergency Preparedness Manager (1)	\$115,590.00
Program Officer (1)	\$55,946.00
Total Cost	\$1,109,105.20

Chart #3 – Estimated one-time equipment and facility upgrade costs

One Time Expenses (Equipment/Facilities)	First Year Cost	Second Year Cost
Fully Equipped Patrol Vehicles (2)	\$149,017.62	N/A
Communications Equipment Upgrade	\$471,000.00	\$413,000.00
Total Cost	\$620,017.62	\$413,000.00
	Biennium Total Cost	\$1,033,017.62

Chart #4 – Annual required budget allocations to support additional CSN police staff and vehicles purchased with the funding from CSN's terminated contracts.

Required Budget Allocations	Annual Cost
Overtime (10 CSN Officers)	\$80,000.00
Operating & Maintenance (CSN Vehicles)	\$120,000.00
Total Cost	\$200,000.00

III.) Estimated Cost Savings to CSN and NSHE from consolidation of police operations over the next two biennium: The next series of charts show how costs will impact the savings achieved by CSN and NSHE over the course of the next four years by terminating contracts to expand police service.

Chart #1 – Projected costs per year

Projected Costs Per Year	First Year	Second Year	Third Year	Fourth Year
Annual Salary Expenses	\$1,109,105.20	\$1,109,150.20	\$1,109,105.20	\$1,109,150.20
Required Budget Allocations	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
One-Time Expenses (Equipment/Facilities)	\$620,017.62	\$413,000.00	N/A	N/A
Total Costs	\$1,929,122.82	\$1,722,150.20	\$1,309,105.20	\$1,309,150.20

Chart #2 – Projected savings per year

Funding & Expenses	First Year	Second Year	Third Year	Fourth Year
CSN Contract Values (Guards/Dispatch)	\$1,980,000.00	\$1,980,000.00	\$1,980,000.00	\$1,980,000.00
Annual Costs	\$1,929,122.82	\$1,722,150.20	\$1,309,105.20	\$1,309,150.20
Total Savings	\$50,877.18	\$257,849.80	\$670,894.80	\$670,849.80
	First Biennium Savings	\$308,726.98	Second Biennium Savings	\$1,341,744.60

- Estimated cost savings for this consolidation plan after terminating CSN security monitoring contract and CCSD dispatch contract in **first biennium is \$308,726.98**.
- Estimated annual cost savings for this consolidation plan after terminating CSN security monitoring contract and CCSD dispatch contract in **second biennium is \$1,341,789.60**. This is anticipated to be the savings achieved in all future biennium moving forward.

Any additional cost savings, as a result of the consolidation, will be determined as this plan is fully implemented and evaluated.

Equipment Plan:

All officers will be equipped equally, i.e., vehicles, uniforms, bullet proof vests, radios, body video cameras, iPhones/iPads as necessary, etc. All vehicle and uniform insignia, badges, decals, and logos will be changed to reflect the new “name” of the department. This process will commence July 1st, 2017 with a completion target date of December 31st, 2017. Consolidation will also require the purchase of 2 new patrol vehicles and upgraded communications equipment to prepare the two departments for merging into a single department. Expense totals for these

one-time purchases are detailed in the previous section of this report entitled "*Cost Savings/Budget*".

Services:

Sworn officer specialized services include: investigations (detectives), explosive detection K-9 and special events. Civilian dispatch and administrative services include: communications, dispatch, budgetary/administrative support, web development, public/media relations, community outreach, technology, police records/property, emergency preparedness, etc. It is understood and agreed that these services will be consolidated under this agreement. It is intended that UNLV police services would absorb and undertake much of these services at no cost to CSN, and on an annual basis the NSHE (SAC) Police Chief will evaluate services with the respective college/university presidents who will determine if changes are necessary and how they would be implemented.

Conclusion:

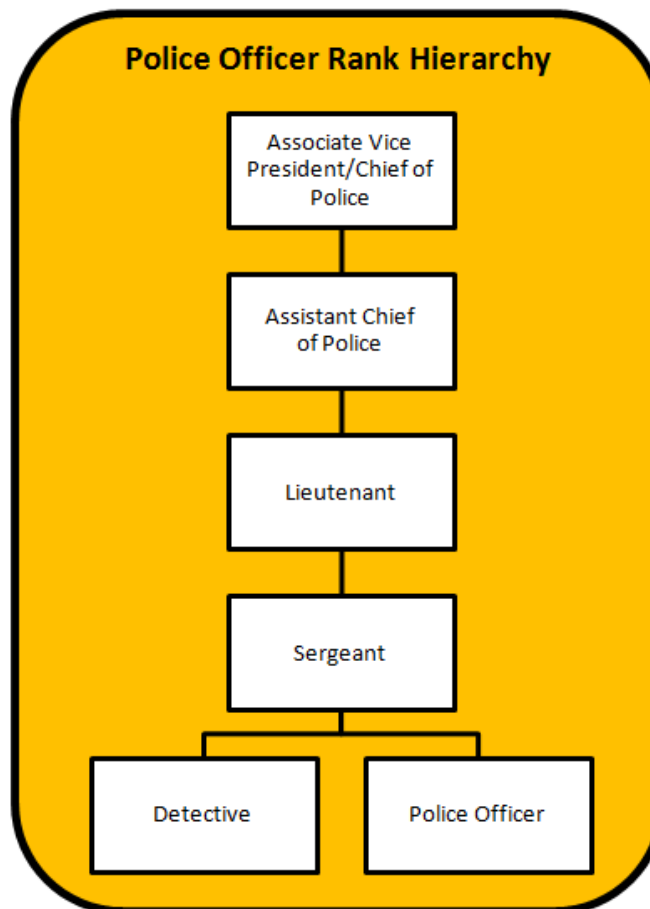
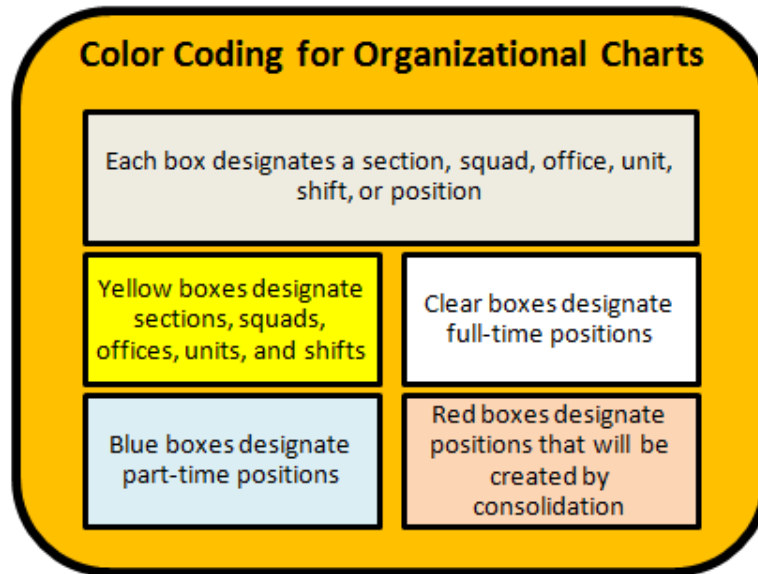
Consolidation of police services in Southern Nevada is a priority for the Board of Regents. Factors in this initial implementation plan include operational efficiency, cost-effectiveness, and the needs and expectations of the campuses served, and how they will be involved in the process. Addendums to this plan will be included pursuant to Regent authorization and will include more specific information gathered through on-site visits, interviews and discussions with CSN administrators, staff, and other NSHE stakeholders. Basic operational implementation however can commence effective July 1, 2017.

Addendum I: University Police (NSHE Southern Area Command)

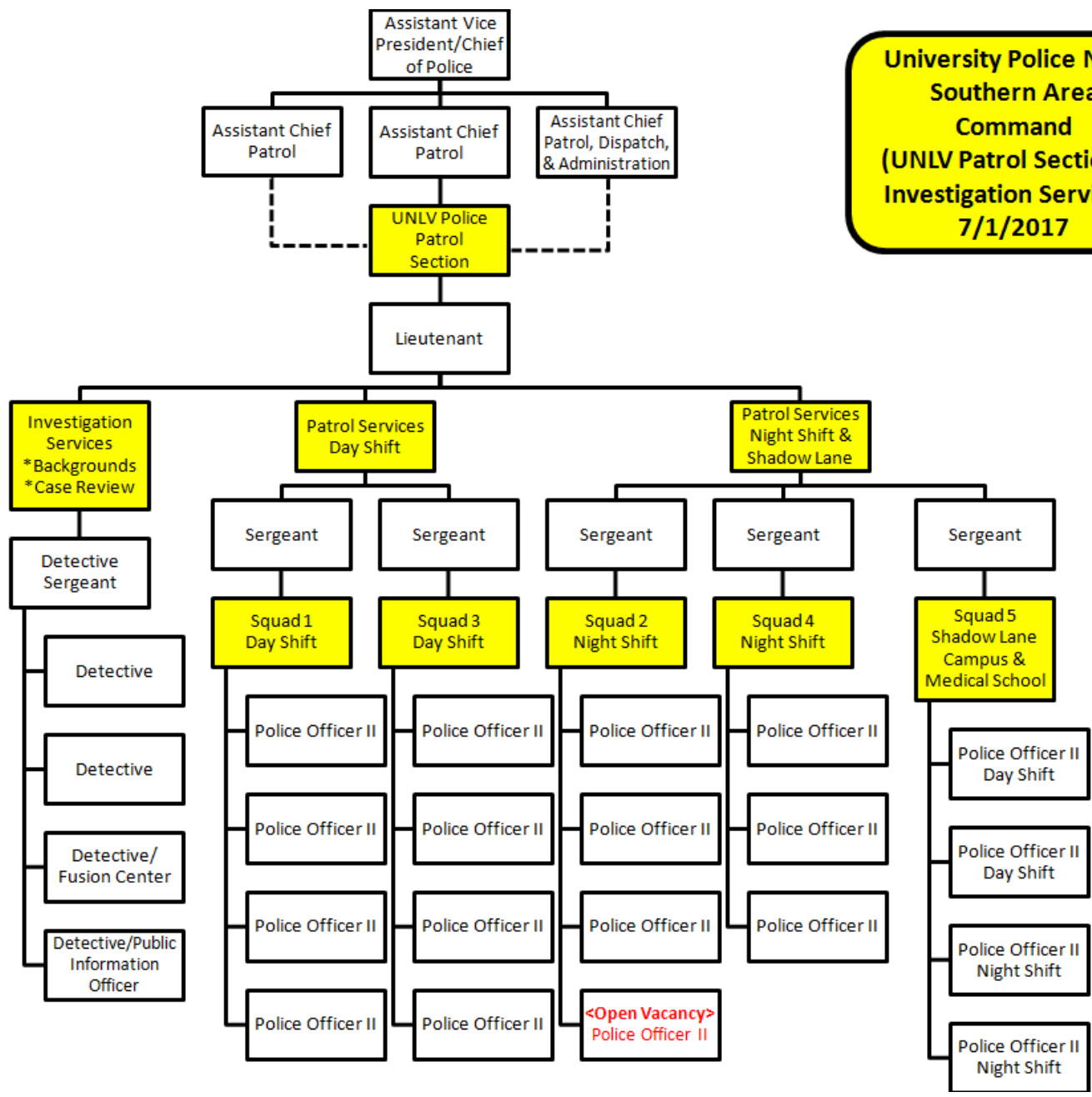
Department Organizational Chart (Fully Expanded)

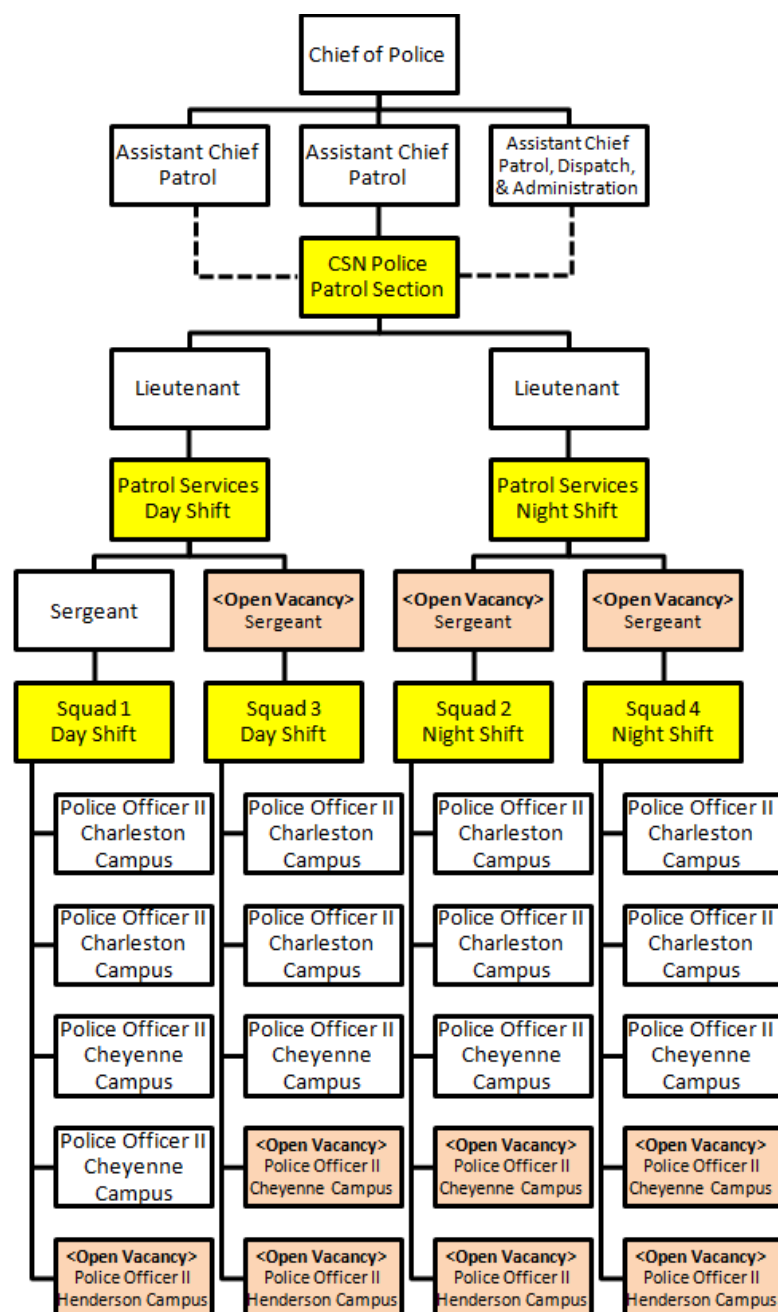


Organizational Chart Key

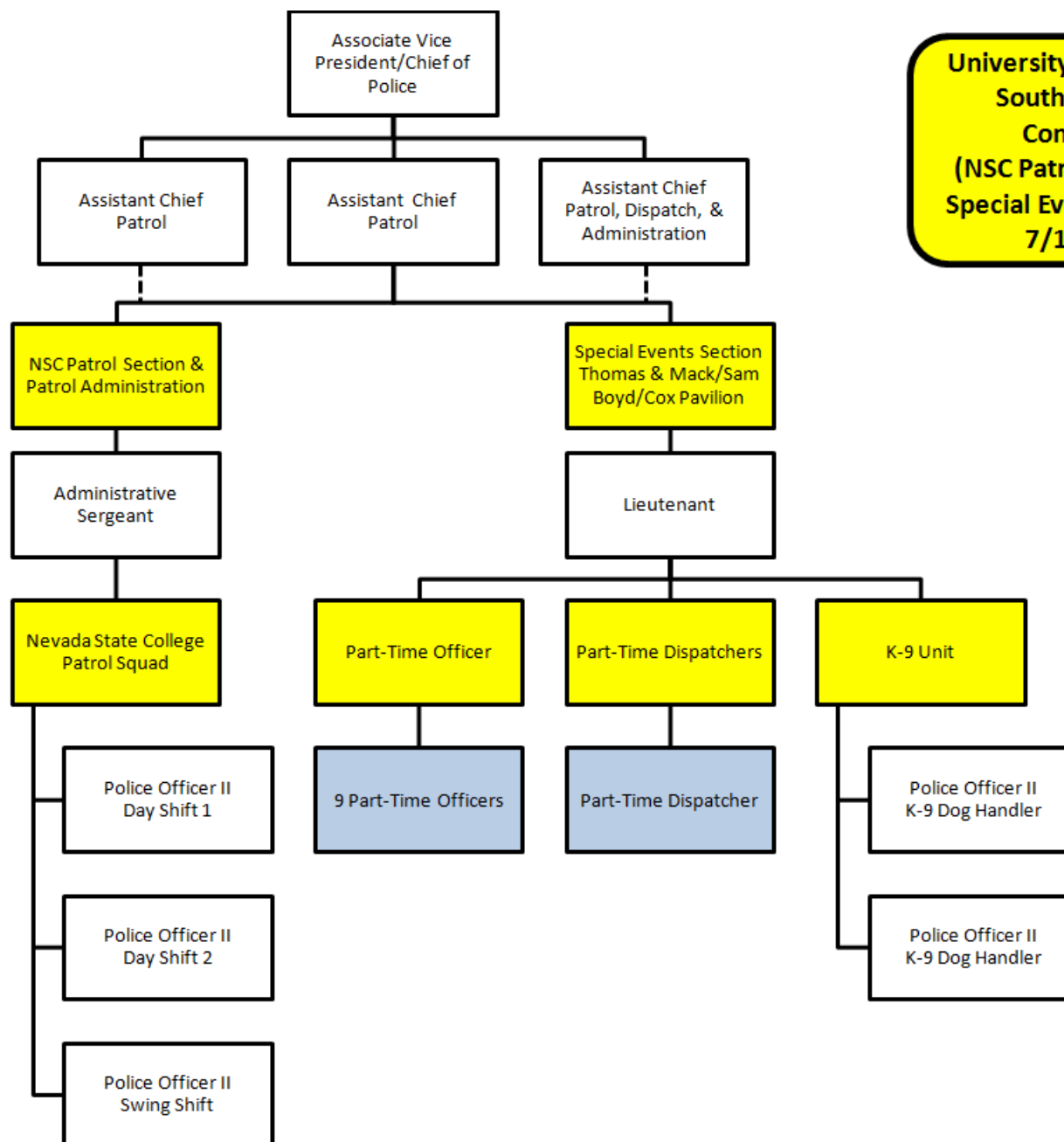


**University Police NSHE
Southern Area
Command
(UNLV Patrol Section &
Investigation Services)
7/1/2017**

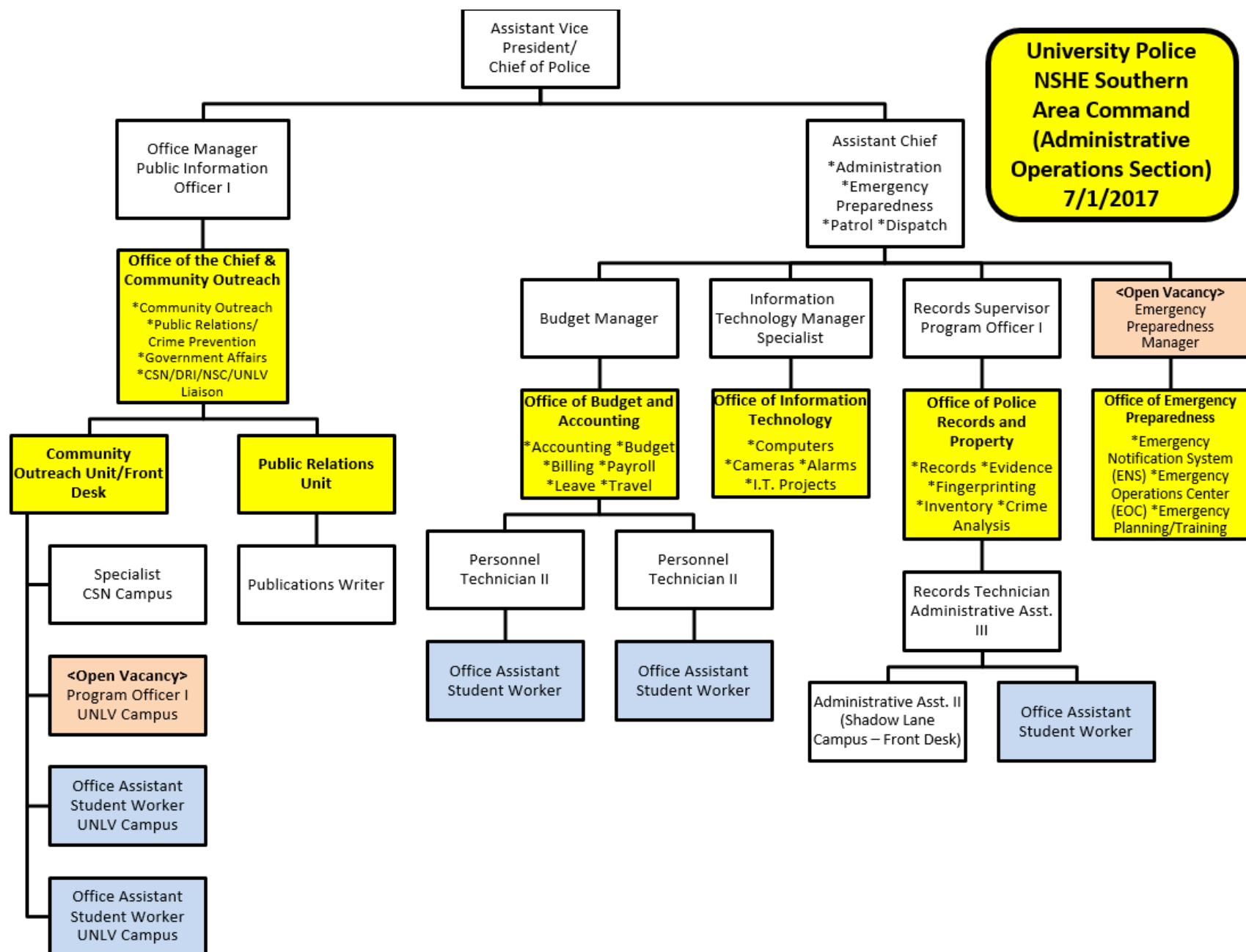


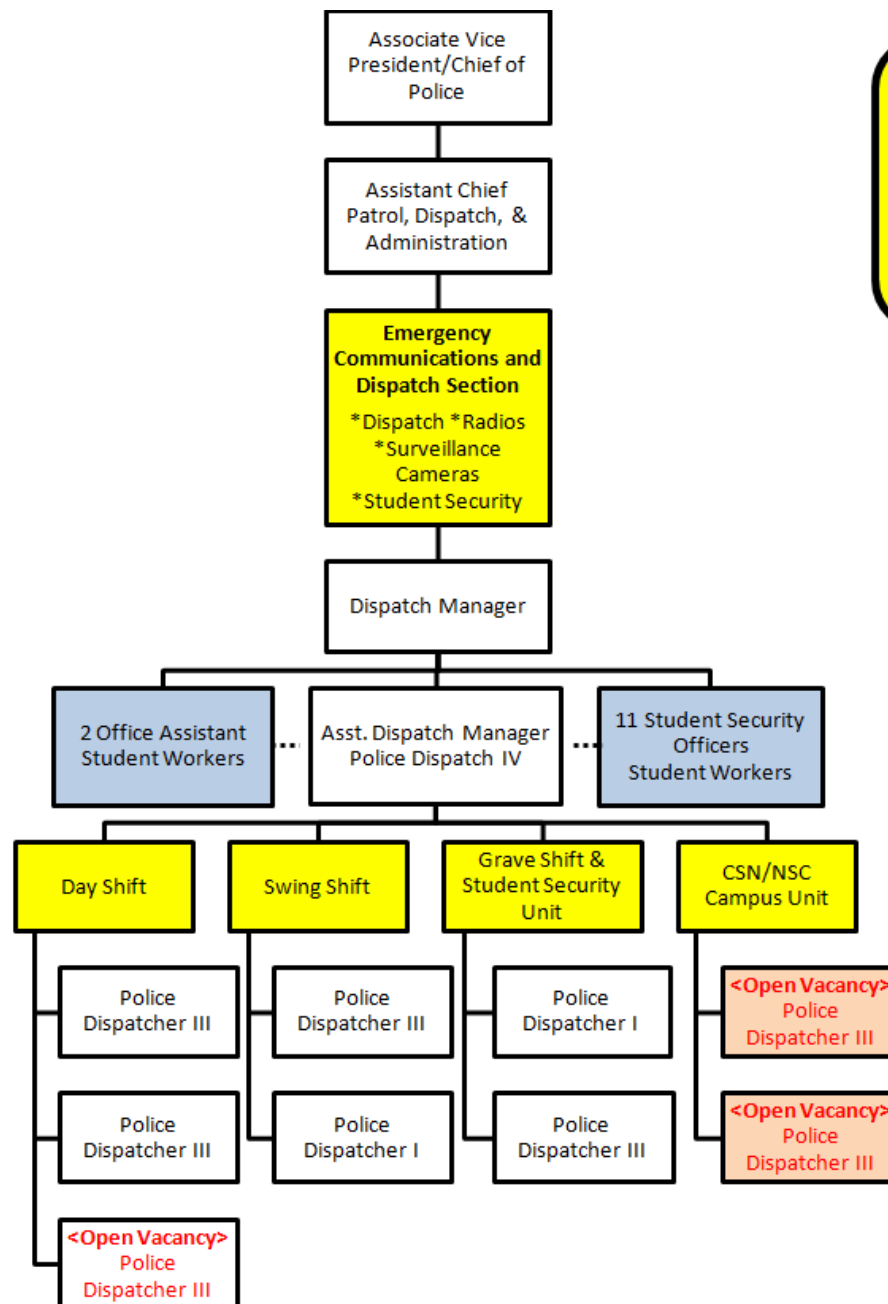


**University Police NSHE
Southern Area
Command
(CSN Patrol Section)
7/1/2017**



**University Police NSHE
Southern Area
Command
(NSC Patrol Section &
Special Events Section)
7/1/2017**



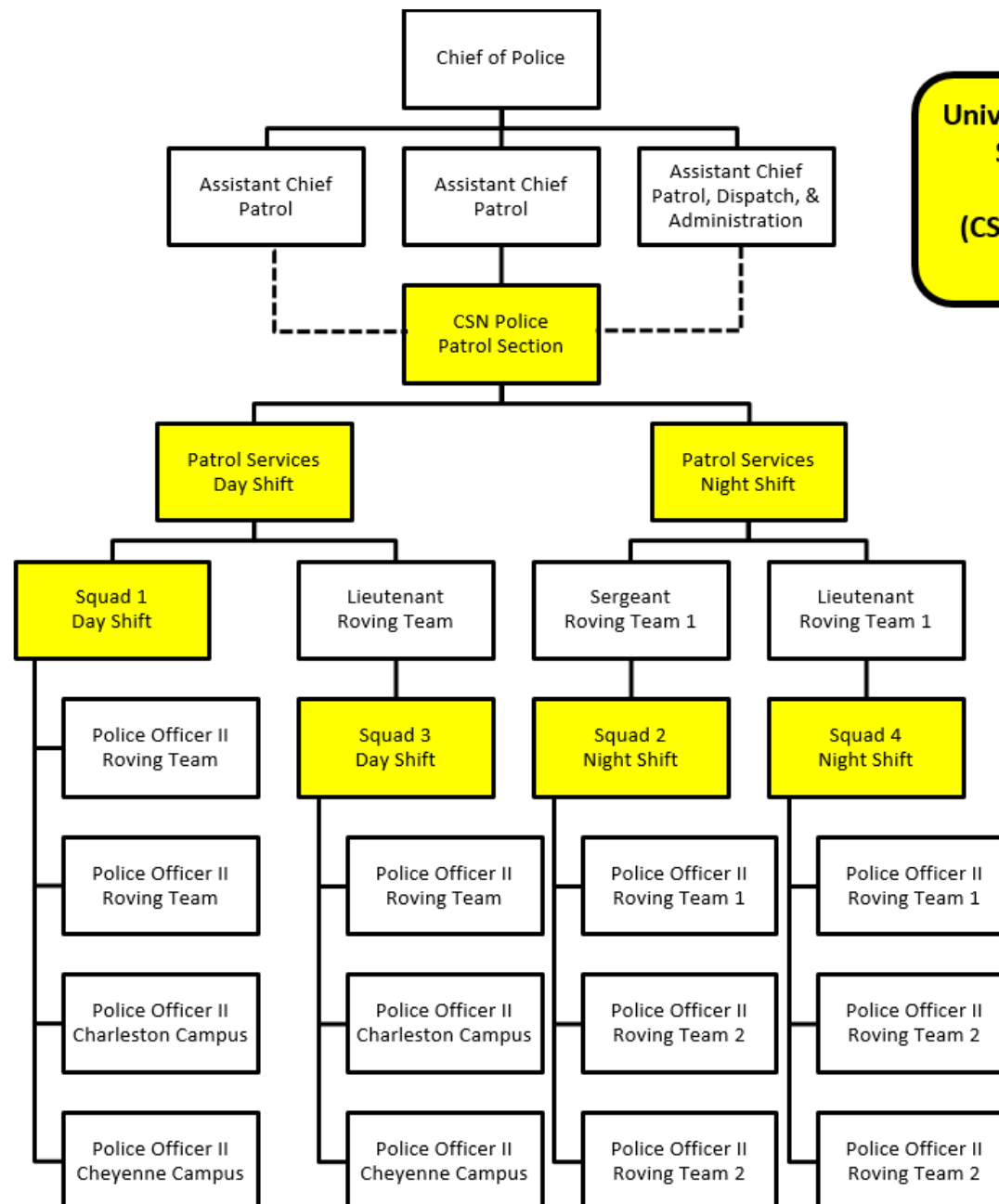


University Police NSHE
Southern Area
Command
(Emergency
Communications &
Dispatch Section)
7/1/2017

Addendum II: University Police (NSHE Southern Area Command)

CSN Roving Patrol Department Organizational Chart (Pre-Expansion)





**University Police NSHE
Southern Area
Command
(CSN Patrol Section)
7/1/2017**

Addendum III: University Police (NSHE Southern Area Command)

Consolidation Timeline



Anticipated Timeline for Consolidation:

Prior to July 1st, 2017

I.) General Consolidation Tasks

- NSHE Board of Regent ratify NSHE Southern Area Command consolidation plan.
- Finalize governance and budgeting protocols and procedures with the presidents of CSN, DRI, NSC, and UNLV.
- Decommission CSN Police Department and transition UNLV Police Department into the University Police (NSHE Southern Area Command).
- Terminate Clark County School District (CCSD) Police Department dispatch contract.
- Commence hiring process for 2 additional police dispatchers (approximate length of hiring and training process is 9 months.)
- Integrate communication operations and procedures of CSN security monitors into UNLV protocols and procedures as the security monitor contract is terminated.
- Terminate CSN security monitoring service contract.
- Commence hiring process for 10 additional sworn police officers (3 sergeants and 7 patrol officers - approximate length of hiring and training process is 1 year.)
- Implement 24 hours a day / 7 days a week roving police patrol schedule for CSN campuses until 10 additional sworn police officers are hired.
- Commence hiring process for 2 additional civilian administrators (approximate length of hiring process is 6 months.)
- Transfer of University of Nevada, Reno School of Medicine properties to UNLV (on July 1st, 2017).

II.) Preliminary Site Visit to CSN

- Preliminary site visit to ascertain the following:
 - Equipment inventory of critical needs (identify failing equipment and shortages).
 - Determine any necessary officer deployments to cover 24 hour/7 day shifts on CSN properties.
 - P.O.S.T. Training discrepancies and/or deficiencies for patrol officers.
 - CSN protocols regarding the relaying of campus community calls for service to patrol.
 - CSN protocols regarding alarms, Computer Aided Dispatch (CAD), duress buttons, Mobile Data Terminals (MDT's), police records, surveillance cameras, Emergency Notification System (E.N.S.), and emergency phones.
 - CSN protocols for responding to call for service, taking reports, and case management.
 - Collection of CSN officer Personnel Numbers (P-Numbers) for radio communications.
 - Collection of CSN building maps with name designations and legends for dispatch purposes.
 - Determine CSN campus hours of operation and availability of CSUN telephone operators.
 - Determine current CSN Patrol procedures and routines for satellite campuses and facilities.
 - Gather CSN payroll documentation.
 - Determine if any CSN Police Department budgets are in or in threat of going into deficit.
 - Collection of documentation regarding on-going CSN Police audits and/or litigation (if any).

III.) Campus Community Communications Plan

- Develop and Implement Media and Marketing Plans to inform CSN, DRI, NSC, and UNLV campus communities of consolidation and its impacts on their operations.

IV.) Administrative Operations

- Develop reassignment plan for CSN administrative staff.
- Finalize department branding (logo, uniforms, and decals), and determine required expense.

V.) Police Communications

- Create stop-gap procedures to integrate CSN and UNLV communications on a basic level.

July 1st, 2017 – October 1st, 2017

I.) General Consolidation Tasks

- Develop teams of sworn officers and civilian administrators to work on consolidation efforts.
- Terminate individual police advisory boards and develop bylaws for single police advisory board for all of the NSHE Southern Area Command (SAC).
- Review and update all departmental memorandums of understanding.
- Create integrated department organizational chart.

II.) Site Visits and Inventory Reviews of CSN Police

- Site visits by UNLV police administrative staff to begin blending the following office operations:
 - Emergency Communications and Dispatch Section (Dispatch Manager and Assistant Dispatch Manager)
 - Investigation Services (Detective Sergeant)
 - Office of Budgeting and Accounting (Budget Manager)
 - Office of the Chief (Office Manager and Public Information Officer I)
 - Office of Police Information and Technology (Technology Director)
 - Office of Police Records and Property (Records Custodian and Program Officer I)
 - Patrol Section (Patrol Assistant Chief and Patrol Lieutenant)
 - Special Events Section (Special Events Lieutenant)

October 1st, 2017 – January 1st, 2018

I.) General Consolidation Tasks

- Conduct first Council of President's Meeting to provide progress update and ratify any necessary system-wide policies if needed.

II.) Site Visits and Inventory Reviews of CSN Police

- Conduct department inventory and status report on the following items:
 - Computers
 - Police Property and Evidence
 - Radios
 - Vehicles
 - Weapons

III.) Administrative Operations

- **Emergency Preparedness** – Review and blend CSN and UNLV emergency response plans, Emergency Operations Centers (E.O.C), and Emergency Notification Systems (E.N.S.'s).
- **Office of Budgeting and Accounting** – Blend CSN into UNLV's procedures and processes for:
 - Budgeting
 - Leave
 - Payroll
 - Purchasing
- **Office of the Chief** – Integrate CSN into the following UNLV programs:
 - Community Outreach Program
 - Department Events (ex. Awards Ceremony, staff meetings, etc.)
 - Front Desk Operations
 - Website, Social Media Platforms, and Publications (also applies to DRI and NSC).
 - Public Service Announcement (PSA) Program
- **Office of Police Records and Property**
 - Integrate CSN into the following UNLV programs:
 - Police Property and Evidence Systems
 - Crime Log, Timely Warning, Uniform Crime Reporting, and Campus Security Authority (CSA) programs
 - Police Department Services (report copy, fingerprinting, notary services, and lost & found services)
 - Review CSN and NSC Clery Reports, and assign personnel to manage these reports.
- **Office of Police Information and Technology**
 - Review feasibility of combining CSN and UNLV Police Mobile Apps into an NSHE Southern Area Command App for all four NSHE Institutions.
 - Create standardized staff identification cards.

IV.) Patrol Operations

- Develop new year-long patrol schedule for October 2017 to August 2018.
- Develop procedure standardization for all patrol officers and stage on-site meetings with incoming CSN officers to train on procedure standardization.
- Implement department rebranding effort (logo, uniforms, and decals).

V.) Police Communications

- Fully integrate CSN and UNLV communications (radios, emergency phones, telecommunications, alarms, surveillance cameras, etc.)
- Reassigning of Personnel Numbers (P-Numbers) for CSN officers to integrate with UNLV radio communication system.
- Commence hiring of two university police dispatchers for CSN radio traffic.

January 1st, 2018 – July 1st, 2018

I.) General Consolidation Tasks

- Conduct second Council of President's Meeting to provide first integrated annual report, ratify any necessary system-wide policies, and review budget allocations.
- Recruit members and conduct first meetings of NSHE Southern Area Command police advisory board.

II.) Administrative Operations

- Establish and/or integrate remote E.O.C. location away from UNLV campus.
- Generate Clery Reports for CSN, NSC, and UNLV.
- Report department's annual inventory.

III.) Patrol Operations

- Develop and implement officer training programs for annual P.O.S.T. certifications.
- Begin coordinated officer active shooter exercises, tabletop exercises, and disaster drills with combined forces.

July 1st, 2018 – January 1st, 2019

I.) General Consolidation Tasks

- Conduct third Council of President's Meeting to provide progress report and ratify any necessary system-wide policies.

II.) Administrative Operations

- Apply for accreditation with I.A.C.L.E.A. and/or C.A.L.E.A.

III.) Patrol Operations

- Develop new year-long patrol schedule for August 2018.

January 1st, 2019 – July 1st, 2019

I.) General Consolidation Tasks

- Conduct fourth Council of President's Meeting to provide annual report, ratify any necessary system-wide policies, and review budget allocations.

II.) Administrative Operations

- Begin on-going accreditation efforts with I.A.C.L.E.A. and/or C.A.L.E.A.
- Report department's annual inventory.

Addendum IV: University Police (NSHE Southern Area Command)

UNLV Department of Police Services Overview and Assets



Mission

Our Mission

The University of Nevada Department of Police Services is committed to serving the NSHE community and the surrounding area by utilizing a proactive approach to crime prevention and public safety. To accomplish our mission, University Police promotes a safe environment by providing professional, courteous and effective law enforcement services using a community policing philosophy, which nurtures viable partnerships.

Community Policing

University Police work closely with students, faculty and staff in a Community Policing Program that contributes to a reasonably safe living, learning and research environment on our NSHE campuses.

The program:

- Promotes positive interaction between University Police and the surrounding community.
- Increase informal police contact.
- Fosters programs to encourage the reporting of crime and suspicious activity.
- Enhances crime prevention efforts through presentations, security surveys and a variety of other programs.
- Helps identify problems within the community and serves as a platform to mutually develop solutions.

Authority, Capabilities, Services & Responsibilities

Authority

Under state law, university police officers have the same enforcement powers and responsibilities as municipal police officers and county sheriffs. All university police officers must graduate from a state-approved police academy and pass a comprehensive field and firearm-training program. Several officers have bachelor's degrees and some have advanced degrees.

University police maintain close working relationships with the municipal, county, and state police departments through memorandums of understanding. Officers have jurisdiction on city streets on and near campus, and engage in mutual aid and response training to volatile incidents on campus (i.e. active shooters).

UNLV Police Services Capabilities and Services:

- The UNLV Department of Police Services has an established record and history of providing a complete array of police services to the UNLV community and beyond.
- The UNLV Police Department is comprised of full-time sworn (State of Nevada) armed, Category I Peace Officers. The department provides a full range of police services which includes, police 911 communications dispatchers, detectives, explosives detection K-9 units, etc.
- These services are provided on a 24 hour, 7 days a week basis, 365 days a year.
- UNLV Police Services patrols have already expanded beyond the Maryland Parkway Campus to include the following:
 - 1.) UNLV's Shadow Lane Campus, Paradise Campus, University Park Apartment Complex, Robotics Lab/.99¢ Store, Sam Boyd Stadium, 40-acre site, Regional Transportation Center, and School of Medicine (coming in July 2017)
 - 2.) Desert Research Institute (Southern Nevada Campus)
 - 3.) Nevada State College Campus in Henderson
 - 4.) NSHE Southern Administrative Offices
- UNLV Department of Police Services has a long established list of site-based administrative infrastructure and support services (information technology, budgeting & accounting, police records & property management, community outreach, government affairs, and emergency preparedness). These site-based personnel and resources provide the department with exceptional service in part due to their familiarity with police operations and their ability to prioritize the department over competing interests at the University.
- The UNLV Police Department is a member of the FBI College & University Liaison Program, FBI Joint Terrorism Task Force (JTTF), Clark County Emergency Management Office, and Las Vegas Metropolitan Police Department Fusion Center.

Responsibilities

University police provide a full range of services 24 hours a day, 365 days a year. The department has the primary responsibility for crime prevention, law enforcement, emergency preparedness / response, security at special events, community outreach and crime prevention/education.

The University Police Department also has specialized units. Specific responsibilities include:

- **UNLV Patrol:** Patrol the campus and designated jurisdictional areas near campus on foot, mountain bikes, and squad cars, and make routine security checks of campus buildings.
- **UNLV Police Detectives:** Investigate all reported criminal incidents and conduct follow-up investigations with support, when appropriate from local, state and federal law enforcement. File criminal charges and/or send referrals to Student Affairs as appropriate.

Note: All UNLV Police detectives can and do respond to calls for service in uniform and/or plainclothes.

- **UNLV 911 Police and Fire Communication Center 24/7:** Receives approximately 600 – 700 emergency and non-emergency calls for assistance a day. Our 911 center maintains direct communications and dispatches emergency responders: police, fire and medical for multiple campus locations. We monitor the university blue light emergency telephones and closed circuit camera alarm systems, fire alarm systems, central station burglar alarms and serve as an informational resource for members of the University community and the general public. The department utilizes a CAD (Computer Aided Dispatch) program and state-wide high frequency narrow-banded radio system. Communications officers are also responsible for running and entering National Crime Information Center (NCIC) entries and criminal information requests for police. In 2015, we had 44,763 CAD entries, 917 official police cases and over 200,000 calls into our dispatch center.
- **Memorandum of Understanding / Mutual Aid and Assistance:** We maintain cooperative working relationships with all the local municipal police departments, Nevada State Police, Federal Bureau of Investigation, Joint Terrorism Task Force, and Southern Nevada Intelligence Sharing Fusion Center, including joint investigation for major incidents.
- **Computer Aided Dispatch (CAD) System:** We record officer activity for statistical analysis. Calls for service are documented and constantly evaluated to improve service.

Special Services

As officers on a college campus, University Police provide special services and programs beneficial to a university community.

- **Bike Registration & Locks**
Free registration.
- **Crime Prevention and Security Awareness Program**
In addition to the daily informal face-to-face contacts they have while on patrol, UNLV PD officers perform more formalized community outreach as well (over 100 events per year). Officers present safety and security information at community meetings, make presentations at student and new employee orientations, teach self-defense classes, emergency response procedures for active shooter, and initiate informal contact with students, faculty, and staff while patrolling on foot, bicycles, and motorcycles, and while eating in the dining halls. Furthermore, the department recently developed an online emergency preparedness module for all UNLV First Year Seminars. Approximately 150 week-long sessions of these modules are currently being taught to freshman and sophomores at UNLV.

- **Girls on Guard Defense Training**
Free hands-on self-defense training for women taught by certified UNLV Police instructors. UNLV PD offers approximately 80 crime prevention and security awareness educational programs each year. These programs address topics such as personal safety, alcohol and drug abuse awareness and the prevention of sexual assault, domestic violence, dating violence and stalking.
- **Residential Security Program**
The Residential Security Program provides student housing personal safety presentations for university students residing in university residence halls.
- **Safety Escorts**
University Police can be called to safely accompany students, faculty and staff to campus destinations.
- **Special Event Security**
Officers can be hired to help provide a safe environment for campus special events.
- **Shadow an Officer Ride-Along-Program**
Eligible students, faculty and staff can accompany an officer on duty on a Ride/Walk Along.
- **Other Services**
Communication Center Operations, Fingerprinting, Security Surveys, Motorist Assistance, UNLV mobile safety app (currently in soft launch), and website/social media operations (Facebook, Twitter, etc.).
- **Video Monitoring Center**
The center is currently staffed at peak hours by trained operators who engage in live-monitoring of cameras which serves as a force-multiplier for the department. If an emergency call is received from a blue light phone and there is a camera within range, the dispatcher can begin to monitor the caller on the phone using the camera system. Since implementation in 2009, the department has used the system to solve several crimes; to better manage game-day events in and around the Thomas and Mack Events Center, Sam Boyd Stadium and to supplement security for dignitaries who attend campus events throughout the year.

Important Note: All of these services would be available to the CSN community upon implementation of the proposed consolidation of police departments.

UNLV 911 Center Communication Analysis

- A.) **UNLV's Radio System**: Currently we are members of the Nevada Shared Radio System, which was founded by UNLV, Nevada Energy, and Nevada Department of Transportation. The radio system is an 800 MHz EDACS system supported by Harris Radio and the entities mentioned previously. Users of the system also include Nevada Highway Patrol, Taxi Cab Authority and all of Washoe County in Northern Nevada. We currently have 75 police radios and approximately 200 facility personnel radios. We program our own radios and do not have any user fees on this system.
- B.) **UNLV's Interoperability Communications**: The individual radios used by all personnel in the state on all radio systems should include 16 statewide channels which allow us to communicate to all other law enforcement and fire organizations to include the Las Vegas Metropolitan Police Department, Henderson PD, North Las Vegas PD, city and county fire, as well as the College of Southern Nevada in the event of an emergency incident. Through a (MOU) Memorandum of Understanding we communicate directly with the City of Las Vegas Fire Department on a direct/common channel during all fire or medical calls on UNLV property.
- C.) **Dialing Phone Capabilities**: We currently have direct dial phones in our Communications Center to reach Las Vegas Fire, Las Vegas Metro, Henderson Police Department, North Las Vegas Police Department and Nevada Highway Patrol. When someone calls 911 on their cellphones on UNLV campus their calls go to Las Vegas Metro's Dispatch and they patch them over to us. When dialing 911 from Nevada State College on a cellphone they will reach Henderson Police Department. If they need fire or medical attention Henderson PD will immediately dispatch those units and then call us to let us know. If it is a need for law enforcement they will contact us. All campus phones here at UNLV and at Nevada State College come directly to us when 911 is dialed.
- D.) **Communications Staff**: Our staff includes 1 Manager who works days Monday through Friday, 1 Deputy Manager who works afternoon/evenings Monday through Thursday and 7 dispatchers who work four (4) ten hour days as well as one part time person to support the Communications Center 24/7, 365 a year. We have 2 day shift, two swing shift and two night shift dispatchers.
- E.) **Knowledge and training**: All Dispatchers are trained using 1 of three different basic communications courses (APCO, National Communications Institute or Power Phone) as well as on-the-job training for 16 weeks. Continuing education is done through various courses from APCO, Power Phone and PSTC911. The Deputy Dispatch Manager and another dispatcher are certified CTO's.
- F.) **State and county collaboration efforts**: The Dispatch Manager was appointed as NSHE representative for the Governor's Nevada Public Safety Communications Committee which oversees all interoperable communication investments for the state as well as determining grant funds for communications for the state. She is also the state's chapter president of the Association of Public Safety Communications Officials which set the standards for

communications officers training as well as standards for radio equipment and Next Generation 911 solutions for 911 centers. She is also a member of the Urban Area Communications Working Group and the county's Satellite Phone and Axillary Communications Subcommittee.

Important Note: Upon consolidation, these services would be available to all CSN (NSHE) police officers and ultimately to the CSN community since we would move to have all CSN landline phones programmed to connect 911 calls directly to NSHE/UNLV Police Communications and Dispatch Center.

Addendum V: University Police (NSHE Southern Area Command)

CSN Police Department Overview and Assets

(As provided by CSN in January 2017)



Mission

Mission Statement

The CSN Police Department is to provide for the safety and security of students, staff and guests on our campuses. To endeavor to create an atmosphere of respect, friendliness and community on the campuses. Striving to provide the most efficient and extensive security for each campus.

Vision

The CSN Police Department is committed to making CSN the safest college possible by providing premier police and public safety services through innovation and partnerships with our community.

Philosophy: Community Policing

CSN Police work with faculty, staff and students, as well as community partners to implement a community policing philosophy that is supportive of CSN's mission at all campuses and locations.

The program:

- Promotes positive interaction between University Police and the surrounding community.
- Increases informal police contact.
- Fosters programs to encourage the reporting of crime and suspicious activity.
- Enhances crime prevention efforts through presentations, security surveys and a variety of other programs.
- Helps identify problems within the community and serves as a platform to mutually develop solutions.

Authority, Capabilities, Services & Responsibilities

Authority

Under state law, sworn CSN police officers have the same enforcement powers and responsibilities as municipal police officers. All officers must graduate from a state-approved police academy and pass a comprehensive field and firearm-training program. Several officers have associates degrees, bachelor's degrees and some have advanced degrees.

CSN police maintain close working relationships with the municipal, county, and state police departments through agreements that are current or under revision. Officers have jurisdiction on city streets on and near campus, and engage in mutual aid and response training.

CSN Police Services Capabilities and Services

- The CSN Police Department functions as a hybrid service with 17 full-time, POST certified officers and with a contract with Allied Universal for 65 non-sworn personnel.
- The Allied Universal contract is \$1.8 million annually.
- CSNPD responded to an estimated 2,200 calls annually on all three main campuses of the College.
- Allied Universal personnel responded to approximately 105,000 calls for services at three campuses and 4 learning centers.
- CSN's Police Department operates and supports 450 CCTV cameras across its campuses and learning centers. Coupled with intruder alarm systems, fire systems, panic buttons, all classroom emergency only phones and campus emergency blue-light notification units.
- CSN's Police Department partners with SNACC and Clark County School District Police Department for all dispatch and communications to coordinate services near shared facilities. Both CSN and CCSD share a large population of minors.
- CSN's Police Department has all necessary administrative infrastructure, equipment and support services (information technology, budgeting & accounting, police records & property management, CLERY reporting, and emergency preparedness).
- Because the CSN Police Department covers multiple jurisdictions, Mutual Aid Agreements are in place to insure cooperation between the City of Las Vegas (Metro), the City of North Las Vegas, the City of Henderson, the City of Mesquite and the Clark County School District and its Police Department for mutual support, emergency management and training. These arrangements would need to continue.

Responsibilities

CSN police provide a full range of services 24 hours a day, 365 days a year. The department has the primary responsibilities for crime prevention, law enforcement, emergency preparedness/response (in conjunction with the Emergency Manager at CSN who reports to the SVP), security at special events, community outreach and crime prevention/education. CSN police implement their responsibilities through:

- **Patrols**: Police cars, police bikes, golf carts, and officers on foot regularly patrol the campuses and their facilities.
- **Security Contract Assignments**: Foot patrols inside and outside buildings and in parking lots with direct two-way communication to sworn officers. Conduct escorts, vehicle car battery jumps, coordinate lost and found items and issue keys and access cards to daily contracted vendors.
- **CCTV Systems and Emergency Call Boxes**: 450 digital cameras throughout the three main campuses and tech centers and a variety of emergency call boxes are monitored by the department. CSN also has installed blue-light emergency call boxes in all campus parking lots and emergency only phones in all classrooms with direct communication to

security offices.

- **Communication Center 24/7:** Receives approximately 300 emergency and non-emergency calls for assistance a day. Dispatch is coordinated through SNACC and the Clark County School District Police Department for all dispatch and communications to coordinate services near shared facilities. Both CSN and CCSD share a large population of minors, and joint programming on the CSN main campuses and Tech Centers at adjoining high schools.
- **Memorandum of Understanding for Mutual Aid:** CSN's police department covers multiple jurisdictions. MOUs are in place to insure cooperation between the City of Las Vegas (Metro), the City of North Las Vegas, the City of Henderson, the City of Mesquite and the Clark County School District Police Department for mutual support, emergency management and training. Cooperative arrangements are also in place with local fire departments, Nevada Highway Patrol, and as needed, the FBI.

Special Services

- **Crime Prevention and Security Awareness Program:**

CSN's program includes:

- Community outreach events
- Student orientation presentations
- Faculty and Staff orientation
- Teaching safety and emergency response classes
- Active shooter training
- Safety escorting
- Rape Aggression Defense classes (about a dozen annually)

- **Other Services**

Communication Center Operations, Security Surveys, Motorist Assistance and website/social media operations (Facebook, Twitter, etc.).

Communications Analysis

- A.) CSN's Radio System:** A major lifeline to any successful police department is their police dispatch communication ability both internally to each other and externally to those local emergency response departments that would aid them in the event of an emergency. The Southern Nevada Area Communications Council (SNACC – <http://snacconline.com/systems-users/>) is the largest regional provider of these communications services. SNACC is comprised of almost every Southern Nevada police, fire, EMS, hospital, public works, transportation and aviation agency in the valley. Of all the NSHE institutions represented in Southern Nevada, CSN is the only member in

SNACC.

B.) CSN's Interoperability Communications: The CSNPD has established multi-jurisdictional dispatch coverage of all property locations. The CSNPD has upgraded the radio system to the new federal digital standard for improved interoperability communications. CSNPD joined a regional dispatch center that is experienced in coordinating the multiple police jurisdictions where CSN properties are located. CSNPD has established improved interoperability with other local police department by partnering with the SNACC radio system. The SNACC radio system is used by a majority of the Southern Nevada police, fire, public and emergency response agencies; Over 40 departments utilize SNACC. CSNPD is now fully P-25 Phase One compliant with the new federal interoperability communication standard due to the move to SNACC with digital radios. Further, the CSN communication agency partners are highly trained and better equipped to handle high volume of calls for service on a regular basis. They have also modernized their dispatch center equipment and training programs. The response time of dispatchers is immediate and this response time increases the safety of all officers in the field. Also, having separate channels for separate campuses is critical to CSN's ability to manage calls and locations. CSN's new, expanded radio fleet map has improved interoperability with all external PD/FD/EMS agencies.

C.) Emergency Phones: CSN has emergency only phones in every instructional space (classroom) and emergency callboxes located throughout CSN parking lots, connected directly to the CSN Security offices. 911 calls are routed to Metro, North Las Vegas or Henderson Police Departments depending on the location of the caller.

D.) CSN Mobile Safety APP: CSN supports a mobile safety app on electronic devices for emergency contacts, crime reporting, Friend Walk, campus maps, alerts, and a variety of resources.

E.) CSN Emergency Alert: CSN's Emergency Management Office and Police Department support an opt-out "push" emergency alert notification system for faculty, students and staff. CSN utilizes the E2Campus system for emergency notification – an NSHE-wide application/contract.

F.) Knowledge and training: Four lead dispatchers are Nevada Post Instructor Development certified Communication Training Officers (CTO). As part of an extensive hiring process, thoroughly background checked and run through a multitude of training courses over a 20-week training program in order to become single operating dispatchers. Operators continue their education through various training courses.

CCSD collaboration: Many CSN facilities are adjacent CCSD. CSN Facilities on shared CCSD property included: CSN high schools that are located on CSN main campuses, CSN Tech Centers are located at three valley high schools and two high schools border the Henderson and West Charleston campuses.