TASK FORCE FINDINGS, FINAL REPORT
SAFETY & SECURITY DEPARTMENT
SPRING 2007

HILLSBOROUGH
Community College

TASK FORCE MEMBERS
Chair: Steve Shields, Director/Risk Mgmt, Safety & Aux. Servs. - District
Larry Aguilar, Security Supervisor - District
Liza Stewart, Director/Institutional Research - District
Melynda (Mindy) Neal, Faculty – Ybor City Campus
Sherell Wilson, Asst. to Dean, Dale Mabry Campus
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INTRODUCTION

Hillsborough Community College (HCC) engages in a review of academic, academic support, and administrative areas for the following purposes:

1. To complement the institution’s strategic planning process requiring the internal development of unit plans with an external perspective in the review of those plans and the quality of programs and services.
2. To respond to intrinsic motivations for continuous improvement with a focus on the enhancement of institutional effectiveness and efficiency; student learning outcomes, and client satisfaction,
3. To respond to state mandates and accreditation requirements of the Southern Association of Colleges and Schools calling for a systematic Review of all programs and services,

A review will be conducted by a Task Force composed primarily of individuals outside the unit under review. All reviews will be completed in a five-year cycle. The chair of the Task Force will be a full-time employee of the unit under review.

The charge of the Task Force is to identify strengths and weaknesses of the unit as guided by the empirical evidence. From the list of strengths and weaknesses, the Task Force is to develop recommendations for improvement to capitalize on strengths and redress weaknesses. The work of the Task Force is to be completed within a fall or spring semester culminating in a final report.

Subsequently, two brief follow-up reports will be completed. The first follow-up report is due in the semester following the review and the second follow-up is due at the conclusion of Spring 2008. Each report consists of a listing of the final recommendations with a few statements indicating the status of their achievement.

Recommendations not achieved within a year may become unit planning objectives to ensure a continued focus on their attainment. Objectives that stem from review recommendations should be indicated as such in the Strategic Planning System of the College.
DESCRIPTION OF UNIT

The Safety and Security Department is to provide a safe and secure environment for students, faculty, staff, and visitors in all buildings and grounds, owned, leased, and/or operated by Hillsborough Community College. The department is responsible for campus patrols, incident and safety hazard reporting, emergency response, Crime Awareness and Campus Security (CACS) Act of 1990 compliance, and other safety and security measures to ensure a safe and secure environment at HCC.

Hillsborough Community College owns and operates approximately 1.7 millions square feet of instructional, office, warehouse, physical plant, and multi-purpose facilities in 11 locations throughout Hillsborough County Florida. The property is situated on over 700 acres and travel is an approximate round-trip or 150 miles.

The Safety and Security Department was repositioned under the Director of Risk Management, Safety & Auxiliary Services in March of 2005. The department is comprised of 27 full-time employees, 11 part-time HCC employees, 23 contractual security employees and 2 Tampa Police Department law enforcement officers (Dale Mabry Campus only).

Contractual employees, including TPD, are limited to campus patrols, parking lot and special detail duty. These employees are required to notify a full or part-time HCC officer to initiate an official incident/accident report. While TPD officers have legal arresting powers, HCC administration reserves the right to administer discipline according to internal administrative rules and polices.

The Safety and Security Department is currently undergoing a re-organization, pending the outcome of the Task Force’s final report.
UNIT PLANNING OBJECTIVES
Campus Security

Unit: The Campus Security Department's purpose is to provide and maintain a safe and secure environment for students, faculty, staff and visitors at Hillsborough Community College.

Mission: William O. Goolsby

Planning: The Campus Security Department conducts planning within the biennial planning process. The Coordinator and department supervisors, with input from the Administrator of the department, are involved in the development of goals and objectives for the Security Department. The accomplishment of the goals is reviewed during the annual performance appraisal sessions.

External

<table>
<thead>
<tr>
<th>Trend or Event</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased enrollment</td>
<td>Results in increased reported incidents and the need for additional documentation. Increased visibility of Security on college property to detect and deter safety and security related incidents. Additional enrollment taxes department's limited budget.</td>
</tr>
<tr>
<td>Increase in construction of additional facilities.</td>
<td>Directly taxes department's limited budget and manpower. Requires additional security personnel, CCTV systems, and increased visibility of security personnel.</td>
</tr>
<tr>
<td>9/11 event</td>
<td>Call for increase training and documentation by the Federal and State governmental agencies. The need to review Security services to determine if additional personnel and security are needed to comply with federal and state recommendations.</td>
</tr>
</tbody>
</table>

Constituent Needs:
The Campus Security Department provides for a safe and secure educational environment for students, visitors, college administrators, faculty and staff members. The Security Department coordinates with and exchanges information with area law enforcement agencies to detect, deter and provide any necessary assistance in the agency's investigation of criminal incidents on college property. The department provides the required criminal statistics to the college community and the Federal government to maintain compliance with the Clery Act. The department provides weekly summaries of reported Complaints/Incidents to the college administration and college departments who have the need for the information. The department, via the Risk Manager of the college, provides the necessary documentation to the Florida Risk Management Consortium and insurance carrier. The department, when necessary, provides documentation to the College Attorney for litigation purposes. The department coordinates with and obtains security related information from the Florida Department Of Law Enforcement on post 9/11 security concerns and related training.

Unit: Assist in the implementation of providing uniformed law enforcement presence on college campuses

Objective Type: Information/Com. Facilities Diversity
Target date: 8/1/2005 Position responsible: Gary Goff, VP Admin/CFO/ William Goolsby, Security
This unit objective supports achievement of the

College Goal: 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:
Priority Initiative:
Review Recommendation: Post 9/11 events have led to the recommendation of providing law enforcement services for the college campuses. Direction and expected results from the Vice President of the Security Department.

Total cost to achieve this $150,000 Cost exceeds unit base $0
Full-time salaries $0 Professional development $0
Part-time salaries $0 Capital costs $0
Hourly salaries $0 Expenses $0
Contract salaries $150,000

Describe costs: Funding necessary to pay for extra-duty law enforcement services for the college to the respective law enforcement agency. This will fund one officer at the Dale Mabry, Ybor and Brandon Campuses, approximately 36 hours per week for a fiscal year period.

Strategies
Review law enforcement programs and procedures at other Florida Community colleges to determine successfully strategies and costs of implementing a system at HCC.
Consider contracting with a consultant to review process, costs, expected results/problems with the implementation of the system at HCC.
Recommend and implement the service by Fall, 2005.

Expected Outcomes/ Success
Provide a more safe and secure college environment for the college community by the detection and deterrence of criminal activities.

Means of Assessment:
Reviewing crime statistics on a monthly basis to determine a reduction in criminal incidents. Receiving feedback from the college community to continue and/or improve services.

Results of Assessment:
Three (3) new officers and two (2) dispatchers hired to increase patrols, provide 24-hr dispatch services, and to monitor and report trends evident from campus incident/accident reports. Two new Staff Assistants/Dispatcher positions were hired and are now in operation. Submitted justification for the hiring of three new full time Security Officer positions. Weekly summary of reported incidents have been compiled and monitored.
A parking consultant has been employed and is currently assessing data to recommend a parking control policy for the college.
Honeywell Electronic Protection Services currently working on proposal for CCTV digital system for the college.

Status: Partially accomplished

Use of Assessment Results: Will continue to improve security services though feedback, patrols, reporting, and proper staffing.

Saturday, May 05, 2007
Unit
Implement the enforcement part of the college's District-wide parking program

Objective Type: Information/Com. Facilities Diversity
Target date: 8/1/2005 Position responsible: G. Goff, VP for Admin/CFO/ Parking Manager

This unit objective supports achievement of the

College Goal: 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:
Priority Initiative:
Review Recommendation: The Institutional Advisory Council recommended that an illegal parking program be implemented. Cabinet decision was to implement a parking fine system to be in place prior to Fall Semester 2005.

Total cost to achieve this $0 Cost exceeds unit base

<table>
<thead>
<tr>
<th></th>
<th>Full-time salaries</th>
<th>Part-time salaries</th>
<th>Hourly salaries</th>
<th>Contract salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional development</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Capital costs</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Expenses</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

Describe costs:

Strategies
Assist in the development of a college policy on parking enforcement
Provide Security officers with necessary training to implement parking enforcement. The training on the equipment is expected to be provided by the company who leases/sells equipment to the college.
Participate in the pilot test of the system in the Summer of 2005
Participate in the implementation of the process in the Fall of 2005

Expected Outcomes/ Success
College wide parking enforcement system with monetary fines implemented by August, 2005

Means of Assessment:
The Security Department is able to issue parking tickets for illegally parked vehicles on college property. The reduction of illegally parked vehicles on college property providing for safe and orderly parking areas.

Results of Assessment:
Three (3) parking services consultant proposals received and undergoing review.

Status: In progress

Use of Assessment Consultant to be hired 1/06 and program implementation fall '06.

Results:
**Unit**

Recommend the upgrade of District wide CCTV system

**Objective Type:** Information/Com. Facilities Diversity

**Target date:** 7/1/2006 **Position responsible:** Gary Goff, VP for Adm/CFO/ William Goolsby, Sec.

**This unit objective supports achievement of the**

**College Goal:** 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

**State Performance Standard:**

**Priority Initiative:**

**Review Recommendation:** The current operational CCTV system which has been in use for over five years, has become obsolete based on current available technology. The current system has limited recorded images and playback capabilities.

**Total cost to achieve this** $250,000 **Cost exceeds unit base**

- Full-time salaries $0
- Part-time salaries $0
- Hourly salaries $0
- Contract salaries $250,000

**Describe costs:** Funding would upgrade current CCTV system to digital recording system with color cameras. Alternative option would be to upgrade recording equipment to digital with black and white existing cameras at a projected cost of approximately $115,000.

**Strategies**

coordinate with the college’s Purchasing Department to obtain Request For Proposals from vendors. Evaluate proposals and recommend vendor to implement system.

**Expected Outcomes/ Success**

Implement a District-wide digital CCTV system providing for clearer recording and instant playback of recorded images while providing the viewing of live video from approved computer locations.

Serve as a better deterrent to theft or vandalism of or college and student property.

Provide improved recorded images to provide the respective law enforcement agency to investigate criminal incidents on college property.

**Means of Assessment:**

The operation of an improved digital CCTV system at the college campuses.

The ability to utilize the new system to deter vandalism or theft of property and improve safety of the college community.

Perform physical assessments of each room containing electronic equipment to evaluate the need for additional monitoring equipment.

**Results of Assessment:**

College-wide security survey completed 10/05.

College-wide security survey completed 10/05.

College-wide security survey completed 10/05.

**Status:** Partially accomplished

**Use of Assessment Results:**

Survey results will provide basis for long-term system upgrade program.
UNIT PLANNING OBJECTIVES
Campus Security 2007-09

**Unit**  #4. Improve the management of Security personnel and equipment updates.

Objective Type: Information/Com. Facilities Diversity

Target date:  7/1/2007

Position responsible:  TBA

Does this objective originate from a program review

This unit objective supports achievement of the

College Goal:  6. Continuously improve programs and services through a systematic and ongoing process of strategic planning, assessment, and review in which a "culture of evidence" guides our direction.

Strategic Initiative:

<table>
<thead>
<tr>
<th>Total cost to achieve this</th>
<th>$259,000</th>
<th>Cost exceeds unit base</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time salaries</td>
<td>$170,000</td>
<td>Professional development $2,000</td>
</tr>
<tr>
<td>Part-time salaries</td>
<td>$12,000</td>
<td>Capital costs $35,000</td>
</tr>
<tr>
<td>Hourly salaries</td>
<td>$0</td>
<td>Expenses $10,000</td>
</tr>
<tr>
<td>Contract salaries</td>
<td>$30,000</td>
<td></td>
</tr>
</tbody>
</table>

Describe costs: SouthShore Campus will require 2 new officers, 2 PT or contracted officers. Reorganization will require funding of Lead Officers etc. New computers will be required to handle report writing software. In addition, PC Campus requirements and additional square footage at DM Campus may require an additional 3 officers to patrol the areas. Please note that investments in surveillance and access control technology may reduce the number of officers required. This may reduce the predicted addition of 5 full-time and 2 part-time positions. See objective #5.

Strategies
1. Participation in the institution's formal task force to review campus security processes.
2. Determine the appropriate staffing and necessary equipment required to improve services.
3. Prepare the appropriate RFP's.

**Expected Outcomes/ Success**

1. Effective management of Security personnel and assigned equipment and assets.
3. Improved detection and deterrence of criminal, safety and security related incidents and complaints.
4. Improved perception of Security and their ability to successfully provide a safe and secure environment for the college community.
5. Improve report writing.

**Means of Assessment:**

1. Surveys and equipment replacement schedule developed and implemented.
2. Dispatcher to log initial call, assigned officer, call complete, etc. Review of Dispatcher log.
3. Provide all officers with devices to record check point visits and require regular rounds. Review check point visits' software.
4. Surveys.
5. Review reports for thoroughness and accuracy.

Saturday, May 05, 2007
### TASK FORCE FINDINGS:

#### Unit Strengths, Weaknesses, and Recommendations for Improvement, Source

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
<th>RECOMMENDATIONS</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited student survey results.</td>
<td>In-house student survey scheduled by Institutional Research for Fall 2007.</td>
<td>CCSSE (Community College Student Survey Engagement)</td>
<td></td>
</tr>
<tr>
<td>No software to manage/log calls.</td>
<td>Purchase software to manage dispatch logs, and other data useful in improving reports.</td>
<td>Operation</td>
<td></td>
</tr>
<tr>
<td>No clear delineation between security and parking.</td>
<td>Solidify the reorganization of the department.</td>
<td>Organizational Chart-Appendix A; 2005/07 Faculty/Staff Satisfaction Survey-Appendices B &amp; C</td>
<td></td>
</tr>
<tr>
<td>Documentation of all incidents that occur on or near campus.</td>
<td>Documentation insufficient or unclear at times (for insurance purposes).</td>
<td>Provide training in investigation, incident report writing, and documentation. E-mail reports to claimants.</td>
<td>Incident Reports-Appendix D</td>
</tr>
<tr>
<td>24-hr Operation.</td>
<td>7.5-hr workday leaves gaps in coverage.</td>
<td>Implement an 8-hr workday to eliminate gaps in coverage and coincide with Faculty work hours.</td>
<td>Work Schedule</td>
</tr>
<tr>
<td>Local law enforcement officer at the DM campus.</td>
<td>Staffing- Insufficient staffing; no coverage on lunch, no week-end supervisory staff; Geographical makeup of the College property-buildings, parking lots, shrubbery; High turnover rates; High rates of overtime: No trend analysis reports: No direct supervision of officers on campus or an immediate liaison to campus administration.</td>
<td>Solidify the reorganization of the department. Hire a consultant to review and recommend security staffing levels and operational improvements. Benchmark with other Community Colleges. Consider local law enforcement officers at each location 8 AM – 11 PM. Consider Student Ambassadors at each location.</td>
<td>Organizational Chart-Appendix A; Payroll Time Sheets/Forms; Work Schedule; Maps of Campuses; Human Resources Reorganization Proposal-Appendix E</td>
</tr>
<tr>
<td>STRENGTHS</td>
<td>WEAKNESSES</td>
<td>RECOMMENDATIONS</td>
<td>SOURCE</td>
</tr>
<tr>
<td>-----------</td>
<td>------------</td>
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<td>--------</td>
</tr>
<tr>
<td></td>
<td>Inadequate surveillance and access control.</td>
<td>Hire a consultant to develop and design a surveillance and access control system for HCC. Implement the recommendations.</td>
<td>Facilities; 2005/07 Faulty/Staff Survey-Appendices B &amp; C; Incident Reports-Appendix D</td>
</tr>
<tr>
<td></td>
<td>Salaries not competitive with surrounding hiring authorities and lack of career opportunity.</td>
<td>Investigate and consider a competitive starting salary. Consider an organization with promotion opportunities or grade levels based on education or experience.</td>
<td>Survolving Organizations’ Salaries</td>
</tr>
<tr>
<td></td>
<td>Experience: Law enforcement and College security.</td>
<td></td>
<td>Human Resources – Hiring Qualifications</td>
</tr>
<tr>
<td></td>
<td>Low crime against people/violent crime.</td>
<td></td>
<td>HCC Security Incident Reports-Appendix C</td>
</tr>
<tr>
<td></td>
<td>High crime against property (thefts).</td>
<td>Hire a consultant to recommend surveillance and access control improvements as well as other safety and security measures. Implement recommendations in phases or as appropriate.</td>
<td>HCC Security Incident Reports-Appendix D</td>
</tr>
<tr>
<td></td>
<td>Lack of security/crime awareness programs, flyers etc.</td>
<td>Coordinate security crime awareness programs and open forums with SGA; develop and distribute awareness and/or informational flyers, e-mails, etc.</td>
<td>Training Records &amp; Materials</td>
</tr>
<tr>
<td></td>
<td>Website crime prevention information.</td>
<td>No count of how many access the site – no link in Hackney to the security website.</td>
<td>Install a hit counter. Place a link to HawkNet.</td>
</tr>
<tr>
<td></td>
<td>Substantial accrued leave and increased overtime.</td>
<td>Hire a consultant to review and recommend security staffing levels and operational improvements. To include PT and contractual security/law enforcement.</td>
<td>Payroll; Reorganization Proposal-Appendix E</td>
</tr>
<tr>
<td></td>
<td>Lack of a written plan to address College growth – facilities and land acquisition as it relates to security staffing.</td>
<td>Hire a consultant to review and recommend security staffing levels and operational improvements.</td>
<td>Department Records; Reorganization Proposal-Appendix E</td>
</tr>
<tr>
<td>STRENGTHS</td>
<td>WEAKNESSES</td>
<td>RECOMMENDATIONS</td>
<td>SOURCE</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Lack of information to quantify response times.</td>
<td>Purchase software to manage incoming call logs.</td>
<td>Department Records</td>
</tr>
<tr>
<td>HCC policy of visibility,</td>
<td>Inconsistent visibility, mobility, professionalism, and enforcement.</td>
<td>Increase training, develop customer service standards, develop and implement a system to monitor,</td>
<td>'05-'07 Faculty/Staff Survey; Complaints &amp; Complements-</td>
</tr>
<tr>
<td>mobility, professionalism.</td>
<td></td>
<td>professionalism, visibility, mobility, and enforcement.</td>
<td>Appendices B &amp; C; Administrative Directives</td>
</tr>
<tr>
<td></td>
<td>Lack of a comprehensive integrated emergency notification system and supporting College policy.</td>
<td>Implement a comprehensive integrated emergency notification system and develop a College policy for notification</td>
<td>College Policies and Procedures</td>
</tr>
</tbody>
</table>
DISTRIBUTION LIST OF FINAL REPORT

The final report and all follow-ups will be distributed by the chair to the President’s Cabinet. Appropriate deans and/or directors, unit heads, unit members, task force members, and all campus libraries. The report will be posted to the IR/MIS website and disseminated electronically to the HCC Community.
LIST OF APPENDICES

* Appendix A: Organizational Chart
* Appendix B: Faculty and Staff Satisfaction Survey, 2005 (Excerpts)
* Appendix C: Faculty and Staff Satisfaction Survey, 2007
* Appendix D: Security Department Reports
APPENDIX A: Organizational Chart

Security

Administrative Services
Business & Finance
District Administrative Offices (at Dale Mabry)

Direc. Risk/Safety/Sec.

Security Coord
TBA

Staff Assistant Sr.
T. Elle

Staff Assistant
R. Perales
W. San Incencio

Supv. Security
L. Aguilar
J. Wright

<table>
<thead>
<tr>
<th>Safety/Supv. Officer</th>
<th>Safety/Supv. Officer</th>
<th>Safety/Supv. Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBA</td>
<td>C. Weber</td>
<td>J. Stewart</td>
</tr>
<tr>
<td>L. Walker</td>
<td>TBA</td>
<td>D. Magee</td>
</tr>
<tr>
<td>C. Corney</td>
<td>TBA</td>
<td>R. Ousts</td>
</tr>
<tr>
<td>H. Gainer</td>
<td>T. Perez</td>
<td>C. Charles</td>
</tr>
<tr>
<td>R. Delaughter</td>
<td>A. Chevalier</td>
<td>W. Riddlehoover</td>
</tr>
<tr>
<td>R. Hatton</td>
<td>TBA</td>
<td>T. Watts</td>
</tr>
<tr>
<td>E. Nazer</td>
<td>J. Devens</td>
<td>M. Barber</td>
</tr>
<tr>
<td>L. Deplech</td>
<td>TBA</td>
<td>L. Kelsey</td>
</tr>
</tbody>
</table>

DAO-21
APPENDIX B: Faculty and Staff Satisfaction Survey, 2005 (Excerpts)

Brandon Campus:

**Security**

<table>
<thead>
<tr>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always around to help</td>
</tr>
<tr>
<td>Security is quick to respond at the Brandon campus.</td>
</tr>
<tr>
<td>Staff members have been very friendly and helpful.</td>
</tr>
<tr>
<td>People friendly and willing to assist with problems and inquiries.</td>
</tr>
<tr>
<td>Security - I feel safe at night after teaching till 10:00 - doors always locked, security personnel patrols halls. Well lit, except for far side lot.</td>
</tr>
<tr>
<td>Limited parking poses security issue for those working late. Need increased, adequate lighting or possible garage.</td>
</tr>
</tbody>
</table>

Dale Mabry Campus:

**Security**

<table>
<thead>
<tr>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel pleasant and genuinely helpful - Prompt and timely responsiveness</td>
</tr>
<tr>
<td>Just excellent service all around</td>
</tr>
<tr>
<td>Security is very responsive &amp; helpful</td>
</tr>
<tr>
<td>DM Security is very helpful, The officers I've worked with are very cordial, prompt and professional</td>
</tr>
<tr>
<td>Come when asked to help (go all out to do that)</td>
</tr>
<tr>
<td>Everything seems to be coming along, and getting better each &amp; every day</td>
</tr>
<tr>
<td>They do a very good job</td>
</tr>
<tr>
<td>Responsive personnel, always ready to help</td>
</tr>
<tr>
<td>Quick accurate response to needs</td>
</tr>
<tr>
<td>Staff always helpful and organized</td>
</tr>
<tr>
<td>Security is responsive</td>
</tr>
<tr>
<td>Security personnel are not very visible throughout campus - parking lots need to be patrolled regularly</td>
</tr>
<tr>
<td>Security only seen when called</td>
</tr>
<tr>
<td>Security needs more support in performing their responsibilities.</td>
</tr>
<tr>
<td>Security cameras can be adjusted to include all customer service areas, not just &quot;parts&quot; of hallways. Cameras should be in-color &amp; digital.</td>
</tr>
</tbody>
</table>

Plant City Campus:

**Security**

<table>
<thead>
<tr>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>As long as only needed in the day time no problem, but evening are a problem sometimes.</td>
</tr>
<tr>
<td>Responsiveness, visibility</td>
</tr>
<tr>
<td>Security is quick to respond.</td>
</tr>
<tr>
<td>Above and beyond</td>
</tr>
</tbody>
</table>

Ybor City Campus:

**Security**

<table>
<thead>
<tr>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Super staff! Prompt, efficient, brave response.</td>
</tr>
<tr>
<td>Security always present, quick to come &amp; lock up/open up a building when I call.</td>
</tr>
<tr>
<td>Security services have always been very efficient and effective. The security people are always helpful and always willing to solve problems in a professional manner.</td>
</tr>
</tbody>
</table>
APPENDIX C: Faculty and Staff Satisfaction Survey, 2007

Responses to Faculty/Staff Satisfaction Survey 2007

Satisfaction with Security:

There were 339 total respondents. Of these, 324 rated their level of satisfaction with Security; 15 did not provide a rating.

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>N</th>
<th>%</th>
<th>N</th>
<th>Valid %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Satisfied</td>
<td>41</td>
<td>12.1%</td>
<td>41</td>
<td>12.7%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>217</td>
<td>64.0%</td>
<td>217</td>
<td>67.0%</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>48</td>
<td>14.2%</td>
<td>48</td>
<td>14.8%</td>
</tr>
<tr>
<td>Very Dissatisfied</td>
<td>18</td>
<td>5.3%</td>
<td>18</td>
<td>5.6%</td>
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<tr>
<td>Did Not Use</td>
<td>15</td>
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<tr>
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<td>339</td>
<td>100.0%</td>
<td>324</td>
<td>100.0%</td>
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</table>
Q14: Please describe strengths for items that you rated ‘Very Satisfied’:

36: Security at YBOR parking is a major plus.
130: a,b,g,h) All these department work great the way they are. Always going beyond the call of duty.
199: h. The security officer that works the parking lot on Tuesday night is always there to ensure our safety and always with a smile.
283: Security is prompt, available, visible.
322: h-Very attentive and ready to help. Always courteous and a pleasure to greet.
336: h. Security is always here to help.

Q15: Please describe weaknesses for items that you rated ‘Very Dissatisfied’:

13: not enough security personnel to enforce no parking zone
23: c. Security does not respond to ANY phone call to their phone extension or their pager. Most security situations have been minor BUT if there is a real EMERGENCY, there would be no response and the consequences could be life-threatening.
28: H. What does security do? Except for Bernie at DAO, they sit in their offices on the computer or hang around. Why aren't they handing out maps to students and walking lost kids to the right buildings? They could be major information specialists wearing "Ask Me" buttons so students feel comfortable; they could be driving students to their cars; getting to know our customer, and building that sense of community that helps with retention.
31: h. No campus security chief. Assignment of staff by seniority. Inadequate staffing-hard to find one when you need him. Unwillingness to assume responsibility for all campus security items, such as technology where they want the campus to do all the work.
35: H. Due to the current renovations and the relocation of security it is very hard to reach them by phone and they are not visible any more.
43: h. I do not have any complaints concerning current security personnel, but I feel some of the campuses could greatly benefit from an increased security presence. j. It doesn't seem to me that our campus student activities department allocates their funds to serve a diverse group of students, nor does it seem to invest money back into the campus.
50: I believe the parking problem is well known. Our security people hide out in the lounges watching TV, congregate in the shade on their carts for long periods of time, and do not always respond promptly.
66: Security is not good at our campus due to the several routings that need to happen just to get a response. And, sometimes there isn't anyone to talk to about a problem, such as opening a door when needed. Not a good system to be centralized when individual campuses have immediate needs.
80: h) Equipment, e.g. computers, projectors, is frequently stolen from DM campus. Security seem very unconcerned about this. And, not sure what security officers do all day...don't see much of them, except when they are on break.
86: they also have attitude problems, when called to unlock doors, they take forever, class is almost over by the time they arrive
90: Often see campus security in lounges
157: h. Students take our faculty parking and nobody seems to care. When you call the security phone at PC campus and nobody answers, there's not even an answering machine to take messages.
171: (h) Security - what security? There is no visible security on this campus - they are all hiding - or taking showers, or napping, etc.
201: f/h security personnel could be more proactive to ease parking problems
228: Security could be better on the weekends. Sometimes it's hard accessing classrooms and restroom facilities. Students need the weekend courses, and at least some visible support from security.

253: Parking is dangerous and needs help. Why not institute the parking policy we have rehashed many times. Give Security the power to enforce safe parking. Redesign the parking lot to make it more ecologically and student-friendly (get rid of the medians) and go to an east/west parking up front.

277: H. I should not have to call security to unlock classrooms for daytime classes: 5 times this semester, to date. Various excuses offered; is it REALLY up to the cleaning crew to do this??

318: H - On campus security is a joke. Clal security and voice mail answers - NOT good, not safe and very unprofessional.

Q16: Please provide any recommendations to improve service quality.

6: They need to be much more visible all over the campus especially during the time between classes. And, they need to set an example! Do not smoke in front of their office door, do not smoke in the public eye. Speak to those who are breaking the rules and don't be one of the offenders!

23: h. Plant City needs additional security staff and security training sessions

30: Security is ok, but they appear to be unmotivated and unfriendly as if they are bored.

66: Allow the individual campuses to handle their own security and then have central reporting to ensure quality service, not central location handling all affairs for security.

112: Parking is available but security is needed in the garage and to escort one to the garage, especially in the evening.

139: Don't know if we could use better security in the evening, or if I faced an unusual circumstance when I needed them after an evening class and was unable to reach anyone for over an hour.

169: (h) security at DM is lax in that you don't even know they are here at times and they are concerned with petty issues instead of more important things. They also have no real authority so I recognize it is hard for them. At BR, when theft occurred, I was told the cameras did not have film in them so we could not see what happened. Again, no interest it seems in pursuing theft of HCC equipment, even when it was thought staff involved. That is not security.

178: Security: Not enough available. Parking: Not enough available and not any available in close proximity. Not all restrooms are easy access for wheelchairs.

213: Security is slipping because of the changing of the guards.
APPENDIX D: Security Department Reports

HILLSBOROUGH COMMUNITY COLLEGE
SECURITY DEPARTMENT
INCIDENT/COMPLAINT REPORT FORM

REPORT NUMBER: ____________________________

FORWARD TO: 
- Dean of Stu. Svcs.
- M.I.S Dept.
- Affirmative Action Officer
- Campus President
- Risk Manager
- Dir. of Admin. Srv.
- Other:

INCIDENT DATE/TIME ____________________________ TO ____________________________

REPORT DATE/TIME ____________________________

LOCATION: 
- DAO
- D.M.
- Y.C.
- BR.
- P.C.
- Building: ____________ RM#: ____________ Whse.
- Cockroach Bay
- English Creek
- MacDill Police Academy
- Off College Property
- Other

ADDRESS: 

WEATHER: 
- CLEAR/SUNNY
- RAINY/WET
- OVERCAST/Cloudy
- FOGGY
- STORM

KEY: CP=COMPLAINANT EMP=EMPLOYEE STU=STUDENT VIS=VISITOR TWI=TRESPASS WARNING ISSUED W=WITNESS TWI=ARRESTED

NAME: ____________________________ RACE: ____ SEX: ____ DOB: ______

SOCIAL SECURITY #: ____________________________

BUSINESS ADDRESS: ____________________________ PHONE: ____________________________

RESIDENCE ADDRESS: ____________________________ PHONE: ____________________________

PROPERTY: 
- N/A
- NON-COLLEGE (PERSONAL)
- EMPLOYEE
- STUDENT
- VISITOR
- COLLEGE PROPERTY CONTROL #

ITEM: ____________________________ MAKE: ____________________________ MODEL: ____________________________ COLOR: ____________________________

INFO: ____________________________ SERIAL #: ____________________________ VALUE: ____________________________

PAGE 1 of ______ 1/6/02 (1994)
Preliminary Complaint Report

Date Reported: ______________________________________

Name: ____________________________  ____________________________  ____________________________

Last  First  Middle Initial

Address: ____________________________________________________________

Street  Apt. No.

Address: __________________________________________________________________

City  State  Zip Code

Telephone Numbers: _____  (____)  ________________

Home  Work

(____)  ________________

Cell  Pager

Date of Birth: ____________________________

Date of Incident: ____________________________  Time of Incident: ________________ A.M./P.M.

Location of Incident: ____________________________________________________________________

Campus  Building  Room Number  Parking Lot Number

If injury, and you are an HCC employee: ____________________________

Date of Hire  Rate of Pay

Immediate Supervisor, if an HCC employee: ____________________________

Name  Extension

What was stolen or damaged: __________________________________________________________________

Description of injury or stolen/damaged property (i.e. – make, model, value): ________________________________________

Description of suspect(s) (i.e. – gender, race, height, weight, clothing description): ________________________________________

Description of vehicle involved (i.e. – make model, color, license plate number): ________________________________________

Brief description of what happened: __________________________________________________________________

List any witnesses to the incident: __________________________________________________________________

Do you want to report incident to a law enforcement agency?  ______Yes  ______No

PLEASE TURN OVER TO THE BACK OF THIS PAGE FOR CONTINUATION – IF NEEDED
**FIRST REPORT OF INJURY OR ILLNESS**

**FLORIDA DEPARTMENT OF FINANCIAL SERVICES**
**DIVISION OF WORKERS' COMPENSATION**

For assistance call 1-800-340-1741 or contact your local SAC Office.
Report all claims within 24 hours: 1-800-656-6223 or (850) 222-8041

---

**INJURY/ILLNESS OCCURRED**

**DATE**

**TIME**

**PLAINTIFF PRINT OR TYPE**

**NAME** (Including, L.E.)

**SEX**

**DOB**

**HOME ADDRESS**

Street:

City:

State:

Zip:

**TELEPHONE**

Area Code:

Number:

**EMPLOYER INFORMATION**

**COMPANY NAME**

D.B.A.

**FEDERAL (E] NUMBER**

**NATURE OF BUSINESS**

**POLICY NUMBER**

**DATE RESPONDED**

**DATE FIRST NOTIFIED**

---

**DATE OF EMPLOYMENT**

**DATE EMPLOYED**

**DATE FIRST REPORTED**

**DATE FIRST REPORTED**

---

**EMPLOYERS LOCATION ADDRESS**

Street:

City:

State:

Zip:

**LOCATION OF WORK**

**PLACE OF OCCIDENT**

Street:

City:

State:

Zip:

**COUNTY OF OCCIDENT**

---

**ATTACHMENT**

**STATEMENTS**

**SIGNATURE**

**AUTHORIZED BY EMPLOYER**

---

**INSURANCE INFORMATION**

**INSURER NAME**

**CLAIMS HANDLING ENTITY**

**CLAIMS HANDLING ENTITY NAME**

**CLAIMS HANDLING ENTITY ADDRESS**

**CLAIMS HANDLING ENTITY TELEPHONE**

---

**SERVICE DATE**

**SERVICE**

**CLAIMS HANDLED ENTRY FL**

---
FLORIDA COMMUNITY COLLEGES RISK MANAGEMENT CONSORTIUM
WORKERS COMPENSATION
REFERRAL FOR MEDICAL SERVICES

SECTION I – To be completed by Employer

EMPLOYER
Hillsborough Community College
Office of Employee Relations
39 Columbia Drive
Tampa, Florida 33606
TELE: (813) 253-7187   FAX: (813) 253-7034

WORKERS COMPENSATION ADJUSTING COMPANY
Gallagher Bassett Services, Inc.
5700 S.W. 34th Street, Suite 140
Gainesville, Florida 32608
352-335-7955    352-335-7660

NAME OF INJURED EMPLOYEE: ____________________________________________
SOCIAL SECURITY NUMBER: ____________________________________________

REFFERAL FOR TREATMENT OF: ____________________________________________

REFFERAL TO: __________________________________________________________
NAME OF PHYSICIAN OR CLINIC: __________________________________________
TELEPHONE NUMBER: ____________________________________________________
ADDRESS OF PHYSICIAN OR CLINIC: _______________________________________
FAX NUMBER: __________________________________________________________

SIGNATURE AND DATE OF COLLEGE OFFICIAL AUTHORIZING TREATMENT:
PRINTED OR TYPED NAME: _____________________________________________
SIGNATURE: __________________________________________________________
DATE: ________________

SECTION II – To be completed by Physician

IMPORTANT INFORMATION FOR MEDICAL PROVIDERS
CorVel has been engaged to administer the Managed Care Arrangement under Florida Statute 440.13(3)(a).

Providers: You must contact CorVel at 1-800-755-7501 or fax to 1-407-273-9688 prior to any treatment/admission other than an emergency situation. In an emergency, you must call within 24 hours of treatment/admission.

Mail Bills To: Gallagher Bassett Services
P.O. Box 23812
Tucson, Arizona 85734

For Billing Analysis Call: CorVel Corp.
800-755-7501

PPO Network: CorVel

NAME OF INJURED EMPLOYEE: ____________________________________________

DATE OF TREATMENT: ______________________ DATE OF APPOINTMENT FOR FURTHER TREATMENT: ______________________

DIAGNOSIS: __________________________________________________________

TREATMENT RENDERED: _______________________________________________

REMARKS BY M.D.: ____________________________________________________

MAY RETURN TO WORK: SPECIFY DATE __________________________________
☐ REGULAR  ☐ LIMITATIONS _____________________________________________

NAME OF TREATING PHYSICIAN: _________________________________________

SIGNATURE OF TREATING PHYSICIAN: ___________________________________

PHYSICIAN PLEASE DISTRIBUTE: ORIGINAL (by fax) to WC adjusting company  COPY to employer (return with employees if he/she is returning to work or needs to employer if necessary)
SERVICES REQUESTED

Company Name

Company Contact Name

Employee Name

Phone

Date

☐ Work Comp Injury Treatment (WC Insurance Carrier):

☐ Substance Abuse Testing

☐ Drug Test:

☐ Pre-Placement

☐ Reasonable Suspicion

☐ Post-Accident

☐ Return to Duty

☐ Follow-Up

☐ Random

☐ Other:

☐ Pre-Placement Physical Exam

☐ Annual Physical Exam

☐ Drug Test

☐ DOT Physical

☐ Other:

Hillsborough County

After Hours Substance Abuse Testing (813) 201-6408

OHS at Health Park (813) 615-7840 ✆ Fax: (813) 615-7351
3102 E. 138th Ave., Tampa, FL 33613 - Located in the UCH Health Park, one block east of Bruce B. Downs
Hours: Mon.-Fri., 8 am - 5 pm

OHS at Carrollwood (813) 558-8095 ✆ Fax: (813) 558-8096
7001 N. Dale Mabry Hwy., Suite 5, Tampa, FL 33614 - Located across from the ER parking lot of UCH Carrollwood
Hours: Mon.-Fri., 8 am - 5 pm; Sat. 8 am - 12 pm (drug screens only)

OHS at Brandon (813) 615-7676 ✆ Fax: (813) 615-7674 or 615-7677
3012 US Highway 301 N., Suite 100, Tampa, FL 33619
Located in The Rivergate Office Park, 1/2 mile south of Expo Park
Hours: Mon.-Fri., 8 am - 5 pm

Pasco County

After Hours Substance Abuse Testing (727) 257-6353

OHS at Helen Ellis (727) 942-2518 ✆ Fax: (727) 942-6908
2250 US Hwy. 19, Holiday, FL 34690 (From the north) 1 mile south of SR 54 on US 19
Hours: Mon.-Fri., 8 am - 5 pm

Pinellas County

After Hours Substance Abuse Testing (727) 438-2290

OHS at Sun Coast (727) 533-0660 ✆ Fax: (727) 533-0339
13787 Becher Rd., Suite 200, Largo, Fl. 33771 Just north of Ulmerton in the Tri-Star Medical Plaza
Hours: Mon.-Fri., 8 am - 5 pm

After Hours Medical Care

University Community Hospital (813) 615-7272
Sun Coast Hospital (727) 586-7111

University Community Hospital - Carrollwood (813) 558-8090
Helen Ellis Memorial Hospital (727) 942-5008

CRP379
Rev. 03/24/03

27
HILLSBOROUGH COMMUNITY COLLEGE | IMPOUND VEHICLE REPORT

**REPORT #**

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<th>REASON</th>
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**YEAR AND MAKE** | **COLOR** | **LICENSE #** | **STATE** | **YEAR** | **SERIAL OR ID NUMBER**
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(CHECK APPROPRIATE CAMPUS)

**LOCATION:** DM DAO YB PC BLC

**VEHICLE DESCRIPTION AND INVENTORY CONFIRMED BY OFFICER**

**BADGE #**

**WRECKER DRIVER**

**IMPOUND COST $** | **GARAGE**
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**NOTIFIED:**

TPD POPD HCSD

**OF IMPOUND**

**INVENTORY OF IMPOUNDED VEHICLE**

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<th>SPARE TIRE &amp; WHEEL</th>
<th>HUB CAPS</th>
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**OTHER CONTENTS:**

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**VEHICLE RELEASED TO:**

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INTRODUCTION

Hillsborough Community College (HCC) is the 5th largest of 28 Community Colleges in the State of Florida. Current enrollment is in excess of 20,000 students and HCC employees more than 2,000 (full and part-time). The College owns and operates approximately 1.7 million square feet of instructional, office, warehouse, physical plant, and multi-purpose facilities in 11 locations throughout Hillsborough County Florida. The property is situated on over 700 acres and travel is an approximate round-trip of 150 miles.

The Safety and Security Department (Security) under the Director of Risk Management, Safety & Auxiliary Services is responsible for providing security services to all locations except the MacDill Air Force Base location which is not included in the acreage or square footage calculations.

The combination of the Security Coordinator retiring, College growth, proposed parking services program, increased overtime costs, and service concerns has resulted in the following proposal to reorganize the Safety and Security Department. In addition, the proposed reorganization of Security has led to looking into improving College-wide surveillance and access control.

TOTAL CURRENT STAFFING

Security consists of the following over 3 shifts when fully staffed:

**Full-Time HCC/27 Total FT**
1-Coordinator
2-Supervisors
3-Dispatchers (1-Sr. Staff Assist, 2-Staff Assists)
21-Officers

**Part-Time HCC/11 Total PT**
11-PT HCC Officers

**Contractual Officers/25 Total Contractual Officers**
*2-Tampa Police Department Officers (Dale Mabry Campus): *Hours are split – 4 A.M. hours and 4 P.M. hours
23-Fox Protective Services Officers

Full-time and part-time HCC employees are responsible for all facets of security services including, but not limited to rounds, report writing, alarm setting, locking/securing buildings, basic first aid, opening/locking doors. Contractual employees are limited to rounds, parking lot and special detail duty. All contractual employees are required to notify an HCC FT or PT officer to initiate official reports.

**CONCERNS**

Security has been seen as strength according to the 83% satisfaction results of the April 2005, Faculty and Staff Satisfaction Survey performed and published by HCC’s Institutional Research Department. Since the April 2005 Survey, Security has received several customer service criticisms from employees and students. The criticisms include the following.

1. Poor/slow response times*
2. High number of thefts and security or cameras did not catch thief*
3. Officers hard to reach – they have to be dispatched*
4. Investigations are not performed*
5. Not visible – day/night – parking lots*
6. Not mobile – congregation in the DM office*
7. Excessive overtime costs
8. Insufficient staffing
9. Lack of professionalism
10. Insufficient surveillance technology
11. Increased HCC staff, enrollment, square footage, and acreage causing thin coverage and decrease in Officers by 1
12. Low salaries resulting in difficulties in hiring and high turnover of trained officers
13. Little promotion capability within the department
14. No direct supervision of officers on campus or an immediate liaison to campus administration
15. Excessive absenteeism

*Denotes concerns from the both the 2005 Survey and current sentiments/facts.
FACTS AND ANALYSIS RELATED TO CONCERNS

C1. Poor/slow response times
No current hard data exits to support or refute this concern.

C1P1. Security has been instructed to record the following data using a spreadsheet.
   - Initial Incoming Call Time
   - Dispatch Time and Dispatcher Name
   - Officers Arrival Time – Officer Name
   - Officers Departure Time

C1P2. Security has been required to research software to accommodate Cleary information, dispatch logs, and other data useful in improving and monitoring response times and mandated reports.

C2. High number of thefts and security or cameras did not catch thief
Recent and past thefts have rarely been solved by Security or local law enforcement. In addition, current video surveillance and access control have been ineffective in curtailing thefts. Buildings are often left open for extended periods of time and low occupancy levels. This would include 6:00 A.M. – 8:00 A.M. and 11:00 P.M. – 6:00 A.M. (housekeeping). Surveillance is insufficient and of poor quality for prosecution.

C2P1. Hire a consultant to review access control and surveillance/Security Services at HCC and implement recommendations.
C2P2. Cooperate with the Institutional Research Department’s review of the Security Department’s processes.
C2P3. Improve property control measures and develop a Security rounds equipment checklist.

C3. Officers hard to reach – they have to be dispatched
Officers were required to vacate their local offices by their unit administrator in July 2005. The objective was to improve visibility and increase mobility which should help in deterring thefts. Please note this was after the April 2005 Survey results.

C3P1. Educate employees that Security is to be reached by dialing 7911 or 253.7911.
C3P2. Remove the local Security office telephone numbers from public documents.

C4. Investigations are not performed
A report is typically generated for any incident involving HCC property, students, visitors, equipment, and employees. Interpretation of concern 4 is that the complainant did not receive verification that a formal investigation or a thorough investigation was performed.
C4P1. Ensure the complainant knows where to view the official report or provide a copy of the report to the complainant via e-mail.
C4P2. Modify current preliminary report to include the request for e-mail address and/or the website where a summary of the report will be located or a check box that would ask whether the individual would like an e-mailed copy of the report.
C4P3. Develop a survey and send to those individuals who have had interactions with the Security department. Questions would include whether the individual received unsatisfactory – outstanding service from the responding officer, etc.

C5. Not visible – day/night – parking lots
Officers were required to vacate their local offices by their unit administrator. The objective was to improve visibility and increase mobility which should help in deterring thefts. Please note this was after the April 2005 Survey results.

C5P1. Expand the Morse TourGuard software where each officer will be required to make rounds regularly, but not routinely.
C5P2. Improve the visibility of parking lot officers through flashing lights or through other methods to be investigated. Please note that clearly identifying where an officer is at all times could be the method a thief tracks the whereabouts of an officer and the opportunity to strike at a location where the officer is not.

C6. Not mobile – congregation in the DM office
Officers were required to vacate their local offices by their unit administrator. The objective was to improve visibility and increase mobility which should help in deterring thefts. Please note this was after the April 2005 Survey results.

C6P1. Expand the Morse TourGuard software where each officer will be required to make rounds regularly, but not routinely.
C6P2. Develop a Security rounds equipment checklist.
C6P3. Increase surveillance and access control. Access control devices would record the mobility of officers throughout the night.
C6P4. Develop standards for rounds etc.

C7. Excessive Overtime Costs
The Summary of Security Salaries provided by the Controller’s Office on 7/10/2006 identifies that Security has been over budget by more than $150,000 for the last four (4) fiscal years. Overages are as follows.

<table>
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<tr>
<th>FY</th>
<th>Overage</th>
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<tr>
<td>2002/2003:</td>
<td>($188,223)</td>
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<tr>
<td>2003/2004:</td>
<td>($197,361)</td>
</tr>
<tr>
<td>2004/2005:</td>
<td>($218,200)</td>
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<tr>
<td>2005/2006:</td>
<td>($196,794)</td>
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</table>
The primary explanation is that the Security Department has not been properly funded for overtime (OT) requirements and in the past, Security has provided coverage for campus events at a premium cost without seeking reimbursement. Security has been required to invoice and seek compensation from campuses when campus events require additional Security services since August 2005.

Security staff at various staffing levels is required to work 24-hours a day, 7-days a week which results in OT during periods when most other employees are not working. Those periods include the following.

1. Federal/State/Local – Holidays
2. Winter and Spring Breaks
3. Accrued/mandated leave (sick, vacation, FMLA, compensatory)
4. Leaves without pay
5. Special events

While proper funding for OT would technically eliminate the OT overages, there remains a need to reduce or eliminate OT. Proposals to reduce and/or eliminate OT include the following.

C7P1. Increase staffing, but maintain the current minimum number of employees required to safely protect employees, students, and assets.
C7P2. Increase and improve surveillance and access control. Maintain and reclassify staff to monitor surveillance and access control.
C7P3. Negotiate with SEIU a separate 8-hour and 365 days-a-year provision with Security with a different salary structure and requirements for College closings.

C8. Insufficient staffing
The College has increase square footage by close to 400,000 square feet over the last 5-years. In the same period, FT officer staffing was reduced by one due to the reclassification of James Wright from Security Officer to Security Supervisor. Please note that PT and contractual numbers have remained relatively the same with the exception of the addition of a Tampa Police Officer (2-PT Officers) at the Dale Mabry Campus and a Fox Protective Services Officer at TCTC.

Please note that during a budget reduction request and the addition of parking gates at Dale Mabry and Ybor City Campuses, 3-Fox Guards were eliminated temporarily. They were replaced to monitor the parking lots based on the increase in complaints of unauthorized access to the gated lots (Ybor City specifically) and visibility or perceived lack thereof.
C8P1. Undergo a Security Department process review.
C8P2. Hire a consultant to recommend surveillance and access control improvements as well as other safety and security measures.
C8P3. Take into consideration that the SouthShore Center will come online December 2007 and classes will begin Spring 2008.
C8P4. Develop a standard for sufficient coverage. Review other CC’s and national/local standards.
C8P5. Determine if increasing the number of PT HCC Security Officers is an effective use of resources.
C8P6. Take into consideration all growth and expansion.

C9. Lack of professionalism

C9P1. Develop standards and provide training.
C9P2. Require Security Supervisors to provide and ensure appropriate training.

C10. Insufficient surveillance technology
Consultants have been contacted and have visited all 5 major HCC locations during the winter break. The number one comment is that our surveillance equipment is outdated and inadequate.

C10P1. Hire a consultant to recommend surveillance and access control improvements as well as other safety and security measures.
C10P2. Implement the recommendations in phases or as appropriate.

C11. Increased HCC staff, enrollment, square footage, and acreage causing thin coverage and decrease in officer staffing by 1
The College has increased square footage by close to 400,000 square feet over the last 5-years. In the same period, FT officer staffing was reduced by one due to the reclassification of James Wright form Security Officer to Security Supervisor. Please note that PT and contractual numbers have remained relatively the same with the exception of the addition of a Tampa Police Officer (2-PT Officers) at the Dale Mabry Campus and a Fox Protective Services Officer at TCTC. In addition, a new center will officially open 12/2007.


C12. Low salaries resulting in difficulties in hiring and high turnover of trained officers
An analysis of local institutions salaries and the turnover rate in the HCC Security Department would indicate a formal review of salaries and organizational structure is warranted. (E-mail dated April 20, 2006 – Goolsby to Shields).
<table>
<thead>
<tr>
<th>Institution</th>
<th>Security Starting Salary/HR (updated 05/02/2007)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hillsborough Community College</td>
<td>HCC - $9.63 / Contracted Services - $9.50, Fox Protective Services</td>
</tr>
<tr>
<td>University of Tampa</td>
<td>$10.00, plus $1.25 shift differential</td>
</tr>
<tr>
<td>University of South Florida</td>
<td>$9.38 (Security Officers – limited duty, does not cover USF Police Force)</td>
</tr>
<tr>
<td>St. Petersburg College</td>
<td>$10.89 / Contracted Services - $9.50, Fox Protective Services</td>
</tr>
<tr>
<td>Pasco/Hernando CC</td>
<td>Contracted Services - $7.15, US Security</td>
</tr>
<tr>
<td>Polk CC</td>
<td>Contracted Services - $7.50, Fox Protective Services</td>
</tr>
<tr>
<td>Hillsborough County</td>
<td>$14.50 – please note that Hillsborough County is the institution where most of HCC’s officers go after training and experience. In addition, the County officers are armed.</td>
</tr>
</tbody>
</table>

C12P1. Investigate and consider a competitive starting salary.

C12P2. Consider an organization with promotion opportunities or grade levels based on education and experience.

C13. Little promotion capability within the department

C13P1. Consider an organization with promotion opportunities or grade levels based on education and HCC experience.

C13P2. See Final Reorganization Proposal.

C14. No direct supervision of officers on campus or an immediate liaison to campus administration

C14P1. Create a Lead Officer position similar to a Supervisor position. See proposed position description.

15. Increased absenteeism – Provided by Wilma Warren

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Hrs</td>
<td>75,111</td>
<td>68,905</td>
<td>70,320</td>
<td>64,100</td>
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<tr>
<td>Amt.</td>
<td>$1,015,877</td>
<td>$900,579</td>
<td>$868,479</td>
<td>$790,040</td>
</tr>
<tr>
<td>3% of total hrs SK</td>
<td>2.8% of total payroll</td>
<td>2.6% of total payroll</td>
<td>1.9% of total payroll</td>
<td>1.4% of total payroll</td>
</tr>
<tr>
<td>2.8% of total payroll</td>
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<td>1.9% of total payroll</td>
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<td>1.4% of total payroll</td>
</tr>
</tbody>
</table>

C15P1. Monitor individual absenteeism. Determine excessive absenteeism and apply standard to all employees.

C15P2. Develop pay incentive to improve absenteeism. Zero days = 3-day SK pay-out / 1-day sick = 1day SK pay-out.
Note: HCC does not currently allow pay-out of remaining/excessive sick leave…only in the form of Personal Leave. This or an appropriate financial incentive is recommended.
OTHER CONSIDERATIONS

The College is currently seeking consultants to write a request for proposal for the implementation of a comprehensive and integrated surveillance and access control program. The program will be expandable, efficient, technologically and legally appropriate, and include standards and recommendations for staffing and maintenance.

The implementation of surveillance and access control will either eliminate Security personnel or cause a reclassification of personnel to manage the surveillance and access control technology. Furthermore, the addition of a parking services program is cause to consider organizing Security and Parking into a single department headed by a Manager and operated by Coordinators. The proposed organizational chart will look similar to a chart in the following organizational chart section.

In addition, the College has hired a consultant, Walker Parking to make recommendations to establish a functional and successful parking services department. In a draft document, Walker Parking has recommended that HCC create a separate Parking Services Department to operate parking at the College. Based on a potential duplication of services, a hybrid approach to Security and Parking is recommended in this proposal to optimize efficiency in both Security and Parking personnel.

The growth of the College and service needs has exceeded the capability of current officers and current surveillance and access control technology.

A comment from a security consultant 12/19/2006 brought to light the lack of appropriate space for Security central and future surveillance technology equipment and functions. In addition, there may be a recommendation to build a separate and fortified combination central Security station and IT facility that has limited access and is built to withstand a strong category 5 hurricane event.

This is a recommendation only. The VP of Administration/CFO and Human Resources Department will be required to evaluate and confirm the appropriate salaries and organizational structure of all newly requested positions and re-classifications.