

**DESERT COMMUNITY COLLEGE DISTRICT
REGULAR BOARD MEETING
43500 MONTEREY AVE.
PALM DESERT, CA 92260
FRIDAY, JANUARY 18, 2013
MINUTES**

I. Chair O'Neill called the meeting to order at 9:33 a.m. and asked Trustee Sanchez-Fulton to lead the pledge of allegiance.

II. President Kinnamon called the roll:

Present: Becky Broughton
 John Marman
 Michael O'Neill
 Mary Jane Sanchez-Fulton
 Bonnie Stefan

Not-Present: Student Trustee Andrew Campbell is ill

III. **AGENDA:**

A. **CONFIRMATION OF AGENDA:**

There were no additions, corrections, or deletions to the agenda of the regular meeting of January 18, 2013 and is confirmed.

IV. **CLOSED SESSION**

CONFERENCE WITH LABOR NEGOTIATOR, Pursuant to Section 54957.6; unrepresented groups & labor unions on campus include CTA, CODAA, and CSEA; Agency Designated Representative: Mr. Stan Dupree

V. **OPEN SESSION** *10:15 a.m.*

No reportable action taken in closed session.

VI. **PUBLIC COMMENTS:**

Zerryl Becker, Academic Senate President, will address the Board during agenda item X-D-4.

VII. **APPROVE THE MINUTES OF:**

There were no corrections to the minutes of the Regular meeting of December 14, 2012 and they stand approved.

There were no corrections to the minutes of the Special meeting of December 20, 2012 and they stand approved.

VIII. REPORTS

1. ASCOD: John Arroyo, ASCOD President, was not present.
2. COLLEGE OF THE DESERT ALUMNI ASSOCIATION: Gene Marchu, Alumni Association Executive Director, was present and gave a brief report. His full report will be included with the minutes.
3. CSEA: Lauro Jimenez, CSEA President, was present and gave a brief report. The full report will be included with the minutes.
4. COLLEGE OF THE DESERT FOUNDATION: Jim Hummer, Foundation Executive Director, was present and gave a brief report.
5. ACADEMIC SENATE: Zerryl Becker, Senate President, was present and gave a brief report. The full report will be included with the minutes.
6. FACULTY ASSOCIATION: Gary Bergstrom, Faculty Association President, was present and gave a brief report. His full report will be included with the minutes.
6. C.O.D.A.A.: David Bashore, Adjunct Association President, was not present. His report will be included with the minutes.

Trustee Broughton had a nice holiday. She attended the special meeting of December 20 but was unable to attend the Special meeting of December 31 as she was out of the state. She attended:

- Central campus redevelopment meeting and commended the architects as they seem to understand our interest in keeping true to the feel and culture of the campus. They are the same architects that designed the new gym. All of their plans make the campus more functional and make this a better place for students.
- The agenda review meeting.
- Visited the Mecca/Thermal and Indio campuses. With the retirement of Juan Lujan she wants to make sure we remain tied together.
- The fair is coming up February 15-24th

Trustee Marman submitted a written report.

Trustee Sanchez-Fulton reported this past month has been about health and wellness throughout the Coachella Valley. She attended or reported on the following:

- The Humana Council conference with President Clinton. He talked about healthy eating habits. With an educational component the Coachella Valley could be a model for the nation given our size, demographic and educational system. A student from COD attended the Humana conference with Trustee Sanchez-Fulton. This student represented

the COD radio club. She introduced the student to several dignitaries present. This presents a great opportunity to have these dignitaries on the radio show.

- We have some of the best healthy experts on our faculty. We should consider partnering with these public and private partners with Humana.
- The Humana Challenge, the public and private partnerships of the large wellness center that just opened in Desert Hot Springs. She thanked those involved: Congressman Raul Ruiz, Assembly Member Manuel Perez, and Supervisor John Benoit.
- The Humana Kaboom Festival in Desert Hot Springs. Three hundred fifty volunteers built a center for the children - The John Furbee Aquatic center. She reported the City of Desert Hot Springs is excited to hear about the COD educational center there.
- The COD Foundation meeting.
- The Desert Hot Springs Wellness Center is planning a talk on affordable education. She will be talking to them about scholarships and affordability and pathways to success and the Dr. Carreon Scholarship. She invited faculty to join her. The deadline for scholarships is March 2.
- She wanted everyone to know about the auditions for the COD production of One Flew over the Cuckoo's Nest.
- From January 17-20 the Friends of the Library will be the recipients of a Barnes and Noble special fundraising event. If you mention the Friends when you purchase something they receive a percentage of the sale.
- Desert Hot Springs had their first annual Christmas parade. COD participated in that parade and received a certificate of appreciation.

Trustee Stefan commented on the low attendance of parents at an October 4 meeting at Amistad High School where she works. She spoke with Juan Lujan, who suggested she contact Javier Madrigal from the COD East Valley Campus. She spent the last 2 weeks working with Javier in getting people to attend the meeting last night. There were 48 people in attendance. She provided food and had her home economics students serve the parents. Javier gave a wonderful presentation on English as a Second Language and he talked about our special programs and funding and the 52 programs we offer and how many are transferrable. Amistad will have a cash for college grant application writing program and COD will be in attendance at that as well.

Trustee Marman commented on the COD flyer Trustee Stefan received from this event and the fact the colors were not COD colors.

Trustee O'Neill thanked everyone for their holiday wishes and wished everyone a Happy New Year. He attended several meetings. He also commented on the Central Campus Redevelopment Project. Many years ago a decision was made by the college not to hire the same architectural firm to do the whole campus. In hindsight we probably should not have hired different firms. Having served on several focus groups for various buildings it is apparent that LPA knows us and they understand the campus climate. We could have managed to end up with a product that was more cohesive and possibly less costly. He has been overwhelmed with how efficiently this project is moving ahead. We may not be doing ourselves the best service by using different architects.

IX. CONSENT AGENDA:

A. HUMAN RESOURCES

1. Resignation – Classified
2. Employment Group C Appointments
3. Volunteers
4. Proposal from the DCCD to the CTA – 2nd Reading

B. FISCAL SERVICES

1. Purchase Orders and Contracts for Supplies, Services & Construction
2. Warrants
3. Payroll
4. Out-of-State Travel
5. Modification to License Agreement with South Coast Air Quality Management District
6. Change Order #9 – Communication Building Project – SDR Construction, Inc.
7. Change Order #6 – Communication Building Project – COM-SEC Incorporated
8. Change Order #8 – Communication Building Project – Communication Wiring Specialist, Inc.
9. Change Order #10 – Central Plant MBCx Project – Los Angeles Air Conditioning, Inc.
10. Change Order #11 – Central Plant MBCx Project – Los Angeles Air Conditioning, Inc.

Motion by Becky Broughton, second by Bonnie Stefan, to approve the consent agenda as amended.

Discussion: None.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton, Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried unanimously.

X. ACTION AGENDA

A. BOARD OF TRUSTEES

1. Ratification of Board member travel

Motion by Bonnie Stefan, second by John Marman, to ratify the board member travel as presented.

Discussion: Trustee Broughton commented that the board's travel budget is divided between the 5 members and asked if that amount goes to the person or to the seat. Trustee O'Neill said theoretically it goes to the person. There is a \$10,000 travel budget split between the members. With the change in the assignments and having a new trustee he feels we need to be flexible

Trustee Marman commented that the trustees used to have a budget of approximately \$50,000 for the year. The budget was reduced with no input from the members and then cut some more. We had a trustee that did a lot of traveling and that trustee is no longer here. He feels the new trustee could benefit from training and travel. He'd like us to look at travel again. He's willing to give his travel money to the new trustee. Trustee O'Neill said the Board has adopted a procedure with regard to travel and if Trustee Sanchez wants to travel again this year it will come to the board for approval.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton, Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried unanimously.

B. PRESIDENT

1. Certification of Signatures

Motion by Becky Broughton, second by Bonnie Stefan, to approve the certification of signatures as presented.

Discussion: None.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton, Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried unanimously.

2. Study Agreement

Motion by Bonnie Stefan, second by Becky Broughton, to approve the study agreement as presented.

Discussion: Dr. Kinnamon reported he recently met with Chancellor Brice Harris, Vice Chancellor Fred Harris and Vice Chancellor Erik Skinner in Sacramento to discuss our FTES reporting issue. This was a very positive meeting and they are pleased with the direction our board has taken. Not all districts approach things in this manner and it makes it more difficult for those institutions. They are working with us to reconcile this issue. This chapter will be behind us in a month or two. One of the assurances Dr. Kinnamon provided to the Chancellor's Office is the importance of them being able to say that College of the Desert has gone through a comprehensive review, looked at all of their processes, their business practices and organizational structure and are putting into place any measures needed to assure them and the community this will not occur again.

The initial review from FCMAT identified the problems and this second process is for them to inform us how best to align the structure in some areas and to provide the assurances needed. This agreement is to prove all this.

Trustee Marman pointed out there are monies in our reserve and this board has been going above cap to further serve our students. Some of those monies have been held aside for just this. We are very careful of how we spend our money. We have a reserve and it was increased.

Dr. Kinnamon thanked the board for supporting him during this difficult time. He appreciates the board's commitment. Trustee Broughton said we have faced great challenges but the staff and the entire college community have pulled together and faced the problem. It has been an opportunity to make COD a better place. She doesn't believe there was any intent to fraud.

Trustee Marman commented that many have asked what is going on here but the students only know things are tough and we cut classes. We probably kept more classes than we should have. Faculty are still teaching and students are still learning.

Trustee O'Neill feels it is important that as we start anew that we have this outside agency to do a review. This more in-depth report will give us the direction we need to take in order to ensure we never find ourselves in a situation like this again due to lack of oversight. We must carefully follow their recommendations.

Dr. Kinnamon commented that FCMAT did not mix their words and were very forthright and will give very clear direction.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton, Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried unanimously.

C. HUMAN RESOURCES

1. Educational Administrator Contract Terms and Salary Placement

Motion by Bonnie Stefan, second by John Marman, to approve the educational administrator contract terms and salary placement as presented.

Discussion: None.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton, Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried unanimously.

2. Group B Appointments – Over 60 Days

Motion by Becky Broughton, second by Mary Jane Sanchez-Fulton, to approve the appointments as presented.

Discussion: Trustee O'Neill expressed concerns on the timelines on these. The Board has said many times they feel it is important we follow required timelines. In this case we have people that started doing work in September and it is just now coming to the Board for approval. While we have greatly improved the process we need to continue to follow these processes.

Trustee Broughton commented it seems that most of the departments have worked it out. It is very important these things come timely. She is concerned that someone is not being paid and also concerned someone is being paid before being approved. When it's the same area that continues to be late with submitting paperwork there is a process problem.

Trustee Sanchez-Fulton commented that she would like to get the final agenda sooner. She received it on Tuesday and would like it a week ahead of time. Trustee Broughton appreciated getting the final agenda with the notations on what had changed from the draft that was sent a week ago. It was very helpful not having to go over the entire document. Trustee Marman agreed with Trustee Broughton.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton, Bonnie Stefan
No: None
Absent: Andrew Campbell

Abstain: None

Motion carried unanimously.

3. Appointment - Classified

Motion by Bonnie Stefan, second by John Marman, to approve the appointment as presented.

Discussion: None.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton,
Bonnie Stefan

No: None

Absent: Andrew Campbell

Abstain: None

Motion carried unanimously.

4. Approval of Independent Contractor Services

Motion by Becky Broughton, second by Bonnie Stefan, to approve the independent contractor services as presented.

Discussion: Zerryl Becker, Academic Senate President, spoke to this agenda item. She met with Mr. Berz and the committee is comfortable in needing his help and he is the right person to bring in. The committee did feel there needs to be faculty involvement. In the past faculty have not been in favor of consultants mostly due to the costs, but also, when someone is appointed you go around the hiring process and faculty are not involved in bringing that person on. The Executive Committee would like to see the contract have more mention of faculty involvement. They would also like to see the Senate have an active leadership role as we begin working on reinventing COD. The Professional Development on the contract lists that it will be a tailored program for administrators and staff and the Senate requests it also include faculty leadership as well.

Dr. Kinnamon reiterated that in consultation with all constituency groups on campus he is committed to reinventing COD. The VP Academic Affairs position has been vacant since last June, as well as other key positions having interims. The work of the future begins today. Mr. Berz is well known and well respected, both at a state level and nationally. He is an agent of change and he will build on what is already strong about an institution and works with all constituency groups and has a good track record working with faculty to ensure everyone buys into the direction we are going. Everyone here is proud of this institution and we are going to be a better institution and someplace that others will look at in the future. With the vacancy in the VPAA position the deans and others have worked really hard to fill in the gaps and he thanked them for their efforts. We also had a savings in the salary and this helps during times like now when we need to bring in additional expertise. Dr. Kinnamon introduced Don Berz.

Mr. Berz commented he is very mindful of the responsibility that comes with being an administrator or a consultant. He believes his track record speaks to that. He has met with the Deans, the Senate President and the Senate Executive Committee and is very confident that whatever emerges needs to have buy-in as it can only be done on a team basis. He feels strongly that if the college had an enrollment management plan we would not have had the results that we did. He also pointed out that when you engage in a consultant's contract, it doesn't say how a person should go about the job, but it is expected the person hired to have the sensitivity and experiences to know that it will be a team effort. Mr. Berz has every confidence in Dr. Kinnamon's leadership and feels we are very lucky to have him as our president.

Dr. Kinnamon asked if Mr. Berz was comfortable amending the contract to include the faculty chairs in professional development. Mr. Berz agreed he was.

Trustee Marman said it has been discussed in the past as to how important it is to have department and division positions. It is also very important for everyone to have buy-in. Some leaders can lead where we are going but don't know how to change course. He said we were lucky to have Mr. Berz and thanked him.

Trustee O'Neill felt the scope of work is overwhelming and wished him the best of luck.

Trustee Sanchez-Fulton asked if there will there be an amendment to Exhibit A. Dr. Kinnamon said it will be amended under #2 Professional Development to include faculty chairs and other faculty as identified by the Senate. Mr. Berz suggested it include the appropriate faculty leadership.

Trustee Broughton commented that while the board is busy she invited Mr. Berz to let them know if there is something he'd like the board to attend and they will do their best to do so.

Dr. Kinnamon commented that Don really started work over the holiday. He is vested in education and now in COD, as he lives in the valley.

Trustee Sanchez-Fulton thanked Mr. Berz for coming and for inviting input from the leadership and faculty.

Mr. Berz wanted to clarify he is not serving in an interim position, he is a consultant.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill Mary Jane Sanchez-Fulton,
Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried.

5. Authorization for President to enter into contract with Professional Personnel Leasing, Inc.

Motion by Becky Broughton, second by Bonnie Stefan, to authorize the President to enter into contract with Professional Personnel Leasing, Inc. as presented.

Discussion:

Trustee Marman commented that we have employees here who are faculty and have great leadership skills and we need to make it clear to them they can be considered for advancement, as we can use that leadership. In many cases you can't buy or pay for what they have seen over twenty or thirty years here. He expressed concerns about using an outside company to find someone for us. He thinks there are people inside that can do the job for us and he feels it important that we use people that know the history of this college.

Dr. Kinnamon explained that PPL typically has a stable of retirees that are available for short-term work. As we move forward with Fiscal Affairs PPL can help identify resources that can assist us especially as we are going through budget development this spring and as we are doing our budget projections. One of the things we've discussed in reinventing COD is how do we align and prioritize our resources around an educational agenda, student success and student learning. He'd like to find someone in Fiscal Affairs to frame our budget and budget planning through that lens. We need to evaluate our budget decisions on whether it is in the best interest of students. PPL can assist us in finding that kind of person.

Trustee Marman said you don't always look at an educational model for restructuring and the business world moves faster. We have to look at the fiscal responsibilities and the educational side. If we are going to look at reinventing this college we must look at outside models.

Dr. Kinnamon concurred and said for the size of our organization and the resources we have available and the knowledge we have here he would like to find a road to travel that other institutions will follow.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton, Bonnie Stefan

No: None

Absent: Andrew Campbell

Abstain: None

Motion carried unanimously.

6. Approval to Hire Interim Classified Administrators

Motion by Bonnie Stefan, second by Becky Broughton, to approve the hiring of an interim classified administrator as presented.

Discussion: Trustee Marman asked if we will be looking both internally and externally. Dr. Kinnamon replied we would.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton,
Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried unanimously.

E. **FISCAL SERVICES**

1. Budget Transfers

Motion by Bonnie Stefan, second by John Marman, to approve the budget transfers as presented.

Discussion: None.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton,
Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried unanimously.

2. Nonresident and Foreign Tuition Fee for 2013-2014

Motion by Bonnie Stefan, second by Mary Jane Sanchez-Fulton, to approve the nonresident and foreign tuition fee as presented.

Discussion:

Trustee Marman asked if this would go into effect this semester. Adrian Gonzales responded it is for the next academic school year starting July 1. Trustee Marman would like us to look at this further. He's heard that some schools have dropped their fees and we need to be competitive. It's important for us to have other views. He questioned whether we have to increase our fees and doesn't know if we really have to. Mr. Gonzales explained that he met with Wade Ellis, Director of Fiscal Services and Christina Delgado, Director, International Education and looked at the options available. They also looked at 25 schools to determine what the appropriate movement would be. For this year there were 7 options available to us. The

\$190.00 amount hit five of those areas. We are exactly at the state average. COD doesn't charge a capital outlay fee so we are one of the lowest in terms of this particular non-resident tuition.

Trustee Marman commented the last time we chose to go with a different option for the first time and we compared ourselves to Copper Mountain. Mr. Gonzales reported that Copper Mountain is proposing \$247.00.

Trustee Sanchez-Fulton asked if the board could be provided a report on best practices of other community colleges in the region. Mr. Gonzales confirmed he could provide that report. Christina Delgado did initiate this recommendation.

Trustee Sanchez-Fulton asked to postpone this item to the end of the meeting in order to be able to look at that report. Chair O'Neill asked for consensus from the Board to move it to the last item and the Board concurred.

Trustee Broughton commented she has a friend from China that met with Ms. Delgado and she was very impressed. That friend is now funneling students to us. Trustee Marman said that international students only think about what it costs, they don't take other benefits into account.

3. Destruction of Class 3 Records

Motion by John Marman, second by Becky Broughton, to approve the destruction of class 3 records as presented.

Discussion:

Trustee Marman commented on items regarding asbestos and audit and taxes. These concern him.

Mr. Gonzales explained that as part of the Bond Project most files will be moved into electronic format. We are in the process of getting certain hard copies scanned. Certain records have to be maintained and kept forever. Our warehouse records go back many years and the scanning project is a huge undertaking.

After further discussion it was decided to postpone this item to the end of the meeting for further discussion. The members concurred and the item is moved to the end following the other postponed item. Mr. Ellis is traveling for the college and an attempt to contact him to see if postponing this item to another meeting will have any impact.

4. Purchase Orders and Contracts for Supplies, Services and Construction – Over 60 Days

Motion by Bonnie Stefan, second by Mary Jane Sanchez-Fulton, to approve the Purchase Orders and Contracts as presented.

Discussion: None.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton,
Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried unanimously.

5. Gifts/Donations to the District

Motion by Bonnie Stefan, second by John Marman, to approve the Gifts/Donations as presented.

Discussion:

Trustee Sanchez-Fulton thanked everyone that has donated a gift to COD. Trustee O'Neill agreed and the Board wants everyone to know the college appreciates all donations to the college, as they help us do our job better.

Trustee Sanchez-Fulton asked what the process is to donate an item. Trustee Marman explained it and said we do not assign a value to an item; it is up to the donor to do so.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton,
Bonnie Stefan
No: None
Absent: Andrew Campbell
Abstain: None

Motion carried unanimously.

****Items postponed from earlier**

2. Nonresident and Foreign Tuition Fee for 2013-2014

Mr. Gonzales distributed a list of out of state fees from other colleges. After review the members voted.

Vote

Yes: Becky Broughton, John Marman, Michael O'Neill, Mary Jane Sanchez-Fulton,
Bonnie Stefan
No: None
Absent: Andrew Campbell

Abstain: None

Motion carried unanimously.

3. Destruction of Class 3 Records

After a brief discussion there were no objections from the members to move this item to the end of the meeting.

XI. CLOSED SESSION

1. CONFERENCE WITH LEGAL COUNSEL ANTICIPATED LITIGATION:
Section 54956.9 (b)(c) Specify number of potential cases: 6

2. PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE

XII. CLOSED SESSION REPORT

No reportable action taken in closed session.

SUGGESTIONS FOR FUTURE AGENDAS

Trustee Marman suggested:

- Further discussion on a committee to review emeritus status for college executives.
- Review of naming of our facilities. We must respect the wishes of those that have given to the college in the past
- Discussion on lighted signage
- Review of travel policy
- Our process for allowing students into our nursing program

Trustee Stefan would like the two trustees traveling to the CCLC Conference to report at the next meeting.

Dr. Kinnamon commented he added an item to his goals/objectives for 2012-2013 to conduct a review of Board policies and Administrative Procedures for Emeritus Policy and naming of buildings.

Trustee Broughton requested:

- An ongoing report on the Indio campus and the Mecca Thermal Campus.
- A report on how the new semester went; were there any stumbling blocks, what we learned from them, what worked well and what didn't.

Trustee Sanchez-Fulton requested a regular reports on Desert Hot Springs

Trustee O'Neill again requested we look at the academic calendar with a 6 week semester break.

XII. BOARD COMMENTS

Trustee Stefan commented that College of the Desert is doing many wonderful things and she would like to hear about those things occasionally.

No other Trustees had any comments.

XIII. STUDY SESSION

1. President
 - a. Safety and Security Report

Dr. Kinnamon introduced Ray Griffith, Director of Security, and he will update the members on safety and security.

Mr. Griffith introduced his guests; Palm Desert Assistant Police Chief Bill Sullivan and Palm Desert Special Enforcement Officer Troy Lawrence. Both are Adjunct faculty members at College of the Desert and Mr. Griffith has known them for many years. Lt. Sullivan has 30 years' experience, is a graduate of the FBI Academy, has a Master's Degree and is teaching Criminal Justice at COD. Corporal Lawrence is assigned to the City of Palm Desert Special Enforcement Team and has been with the Riverside County Sheriff's Department for 23 years. He started his career in the US Marine Corp for 6 years, went on to work at the jail and then 15 years on the local SWAT team, as well as a motorcycle officer and undercover assignments. He is currently assigned to College of the Desert as a Range Instructor.

Mr. Griffith discussed all the recent news about shooters on campus and how prepared we are. The only way to stop an active shooter is with a highly trained group of armed officers. He was asked what the College of the Desert officers would do if we had an active shooter on campus. His reply was that our officers would do nothing. They are not armed. They will work with the sheriff's department to give locations and do what they can to help but he would not ask our officers to go up against an armed suspect with nothing more than pepper spray.

The Sheriff's Department does not have a team waiting to go – they have other assignments. Active shooter incidents are usually over in 5-15 minutes. We must be prepared. We have an emergency operations plan in place and he invited the Board to review it. Every classroom has emergency procedures posted.

We have security officers on duty 24 hours a day, 7 days a week all year. We have 2-3 officers on duty on day watch, 2-3 on swing shift (3-11) and 1 officer on night shift (11-7) and 1 officer on the weekend shifts. All of them are COD Public Safety Academy graduates. They are well trained and very competent, but are unarmed.

We do have procedures in place for active shooters and protocols are periodically reviewed on what to do with an active shooter on campus.

He was asked if there is an emergency button for student/faculty/staff to go to and there is not. On campus anyone can dial 2111 from a campus phone to summon security. Cell phones or off-campus the number to dial is 760-341-2111.

He was also asked if we can lock all doors and we can, but that might not be the best way of doing it. If we automatically lock the doors we may be locking people out of safe havens. We are currently looking into other ways of doing it. K-12 has an advantage over us as they can lock their students down. We cannot do that as they are adults and it would be false imprisonment.

Trustee Sanchez-Fulton thanked Mr. Griffith and the officers for presenting to the Board today. She asked if we have something on campus that would allow our officers to quickly contact outside help. Mr. Griffith suggested she was referring to the blue phone system. This is being looked at but there are drawbacks too. Other campuses get a lot of phony calls. Ms. Sanchez-Fulton asked what he recommends we put in place. Mr. Griffith said everyone carries a cell phone and suggests everyone program security's number into their phone.

Trustee O'Neill asked if we do any training for faculty and staff for these types of situations. Mr. Griffith said we do an emergency test every month but do not do a full lock down. Trustee O'Neill also asked if there is a training system that tells faculty/staff what to do. Mr. Griffith commented that any training is good, but the difficulty is we would have to work with both faculty and staff and would be time-intensive. He said we have locked this campus down and emptied it in real emergency situations.

Lt. Sullivan suggested the security phone number could be posted on signs in specific locations around campus for students to see all the time and memorize it.

Trustee Marman commented on the campus lighting and he thought our lighting was good but there are some darker areas that could be improved. He thought motion lights could be put into those darker areas. It was agreed it is important to have an atmosphere of safety.

Trustee Sanchez-Fulton asked what the officers thought about surveillance cameras on campus. Lt. Sullivan commented that security cameras have their advantages and disadvantages. For a public entity everything is discoverable. Most video cameras are put up in a non-professional manner and the quality is not good enough to assist law enforcement.

There was discussion about the needs at Mecca Thermal Campus and the new Indio campus. Mr. Griffith commented that the Cravens building has too many cameras and it overpowers the system. Indio will have fewer cameras, but placed in more strategic areas.

Corporal Lawrence presented a Power Point on an active shooter situation.

Trustee O'Neill commented that many years ago we did a FLEX activity and asked that we consider doing it again. Trustee Sanchez-Fulton suggested a police safety academy day.

Trustee O'Neill asked Mr. Griffith if he thought we should have an armed police force on campus. Mr. Griffith replied we should have some armed officers. It will be more costly but you cannot put a cost factor on a life. We have the availability and the training to have a small armed security force.

Trustee Stefan commented that her school now requires ID cards for all staff. She asked if that would be an advantage for this campus in order for law enforcement to identify faculty/staff. Mr. Griffith thought that this would be one way to add another level of safety.

Trustee O'Neill thanked the officers and Mr. Griffith for presenting.

b. Non-Binding Letter of Intent for Desert Hot Springs Allied Health Education Building

Dr. Kinnamon provided a copy of the non-binding letter of intent with the County regarding the Desert Hot Springs Allied Health Education building. This letter looks at the potential collaboration between College of the Desert and the County in putting together matching funds for an education facility. The facility would be a minimum of 8,000 square feet and would house 3 classrooms, a computer lab, study area, reception area, some offices, bathrooms and parking.

Trustee O'Neill asked Dr. Kinnamon if he was ready to discuss the policies previously brought up. Dr. Kinnamon will include these policies within his performance goals.

2. Interim Vice President Student Affairs – Adrian Gonzales

a. Registration Update

Mr. Gonzales updated the members on registration. Priority started in December and the available seats went away quickly. Priority 1 started December 3 and we had 6,000 enrollments. By Priority 3 a few days later we were up to 12,000 enrollments. By open enrollment on December 13 we were up to 22,000 enrollments. As of this morning most courses are full.

With the help of the COD Foundation we opened 30 demand courses and within a couple days those classes were full. When selecting those courses we tried to identify courses that students really needed to finish their degrees and transfer. We focused on our high demand courses like English, math, the biology's and chemistry's.

For the first time AB540 students were eligible for financial aid. We received 218 AB 540 applications for financial aid. Of those 176 were through the new Dream Act applications. We have awarded 158 BOG fee waivers. We have approximately 40 students who have incomplete applications and have put a fee deferral on those students and giving them some additional time to complete the application.

Trustee Broughton asked if Mr. Gonzales knows how many of these students are from the east valley campuses. Mr. Gonzales did not have the numbers broken out by campus but he did comment we have a very active AB540 support program, led by Counselors Fred Sangiorgio and

Jose Simo. This club will go out to the high schools to inform students and their parents about the AB540 process. Jose Simo took a semester sabbatical to learn more about the AB 540 process and incorporate it into our work.

Mr. Gonzales reported that recently a DSPS counselor went to the Indio campus. We are trying to gauge what type of service level we will need as the new building comes online. He continues to focus on what we need to expand as that building opens up. The adding of the TRIO program in the east valley has made a huge difference. Mr. Gonzales commended Scott Cooper for trying to incorporate new ideas through the TRIO program.

Trustee Sanchez-Fulton commented that Desert Hot Springs has a high percentage of AB 540 students and transportation is the problem. She is doing some Spanish language work and would appreciate support. She asked what is in place for Desert Hot Springs. Mr. Gonzales reported that we will have a better opportunity to provide support more consistently once we have the new facility. We will send out financial aid information, as well as counselors to the high schools.

Mr. Gonzales reported that Student Affairs is comprised of 20 departments and they have had a lot of successes we are proud of. They have a very collaborative staff and we don't get a chance to highlight their work. He was very pleased to hear Trustee Stefan talk about Javier, who goes above and beyond on a regular basis. He thanked the Student Affairs staff for all they do.

****Item postponed from earlier**

3. Destruction of Class 3 Records

Dr. Kinnamon recommended this item be postponed to the February 14, 2013 meeting.

The members agreed.

XIV. CLOSED SESSION (Continuation if needed)

No reportable action taken in closed session.

XV. ADJOURN

Motion to adjourn at 4:20 p.m. .

By: John Marman, Clerk

Board Report

1/18/13

Dear Board Members,

I have always striven to take the high road. I don't think you get anything done by "hitting" people. But sometimes, I need to be painfully honest in my reporting and hope that I open a line of communication that improves things.

First:

- We continue to have issues in the student services area. Administration needs to be reminded to follow not only contractual obligations when offering stipends, but to follow precedent, show respect for seniority, equality & transparency **and** use common sense in making hiring decisions. Administrators should stop and ask if the hiring decision will be met with support or whether it will cause an explosion. If hiring decisions are made without considering these factors, something is wrong.
- You need to know, dear board members & administration that after that last special board meeting, I had more than a few individuals – both faculty and others – tell me that for the first time since they started at COD, they are now embarrassed to work here. They also mentioned that they are looking around for other employment. Several mentioned, and this is a direct quote: "That stunk." Another person said, "I feel dirty." This is the sad, painful truth.

Next:

- The country has not gone over the fiscal cliff.
- Prop 30 passed. (Thank you CTA for putting millions and millions into helping it pass.)
- The economy is improving.
 - Housing starts in the 4th quarter 2012 are the highest they have been since the same quarter 2008.
 - Automobile sales have increased steadily every quarter for the last nine quarters straight.

- Most importantly, the State of California is projecting the smallest deficit in years. Indeed, the state is projecting a surplus within the next few years if the economy continues to recover.
- Just as importantly, your faculty – as usual – is ahead of the curve. We are already working hard not only at student success but in saving the college money through innovative approaches like accelerated classes which move students more rapidly through basic skills into college level classes. We are already ahead of most colleges in creating transfer degrees. We are extremely innovative in creating programs that “contribute to ... the vitality of the communities we serve.” (COD Mission Statement) In other words, the faculty is already leading the way at “reinventing” the college. Others talk; your faculty acts.

The Budget/Fiscal Condition of the College:

The college, while cutting classes because of budget fears, has managed to build an impressive 2011-12 fiscal year ending balance of approximately 19%, or almost eleven million dollars. This is outstanding considering the state mandates a 5% reserve, and the board mandate is 7.5%. (I know what you are thinking: Patience please. I will get to the 5.3 million.)

The budget plan – supposedly – was to build up the ending balance so that when the inevitable further cuts came down, we would be able to weather the storm. But now, it seems that things are looking up with the State’s Legislative Analyst Office projecting a surplus within a few years.

Consider this:

While I believe that the right strategy is to negotiate with the state to reduce the 5.3 million owed, the college still has enough money in reserves to write a check for the whole debt right now, apply ALL of Prop 30 money to restoring classes AND give the faculty a 2% raise (approximately 180K/year) and still end up with a 9.6% reserve. That’s 2.1% higher than what you, dear board members, have mandated. If we manage to talk the state down by one or two million, that’s even better. (Hopefully, our new \$80,000.00 consultant will succeed in doing this.)

Comments:

Having been at COD for 20 years, this is about the fourth fiscal emergency I have witnessed. True – this one is the worst. But here is what has always happened in the past. The emergency

is declared. All personnel pull together to save costs – anticipating impending fiscal catastrophe. Then, as it inevitably does, the business cycle reverses and things improve and the sacrifice and toil of the employees once again, saves the day. I believe we are rapidly approaching the reverse of the business cycle. It is time to reward your employees for saving the day – again.

The Mission Statement of the college is this:

“College of the Desert provides excellent educational programs and services that contribute to the success of our students and the vitality of the communities we serve.”

Why bring up the Mission Statement?

It is readily apparent that the mission cannot be carried out without high quality, dedicated, innovative faculty leading the way. The argument was made in hiring a recent administrator that we can't get quality people if we are not willing to pay for them. I submit the same thing is true not only to attract quality faculty – but to keep them. **Conventional wisdom tells us it costs 8 times as much to hire a new employee as it does to retain a current one.** If we want to keep COD outstanding, if we want to continue to retain innovative, dedicated faculty, if we want to continue to be one of the **very** few CCC's that gets a clear accreditation, we have to take care of our people.

Ladies and gentlemen of the board: A 19% ending balance is not the budget of a school. It is the budget of a bank. I am a fiscal conservative. I believe in having a strong bank account. But beyond a certain point, it is not being careful with money. It is *hoarding* money. It is time to release some of that money and take care of your dedicated employees and desperate students.

Thank you,

Gary Bergstrom
Association President

 **The year 2012 in Retrospect** – Twelve months ago, I addressed the Board of Trustees for the first time as chapter president. That meeting feels like both a long time ago and just like yesterday. Major changes have come our way including the retirement of our college president, the resignations of our Executive Director of HR and Labor Relations and of our VP of Academic Affairs. Since then our team has settled an Unfair Labor Practice, has settled a grievance just prior to arbitration, negotiated and ratified our new Classified Bargaining Agreement, settled various grievances, participated in the selection committee and dialogue group for our new Superintendent/President, endorsed two candidates for our Board of Trustees, and volunteered tirelessly to help pass Proposition 30 and to defeat Proposition 32. During this time, Chapter 407 has grown in strength, in numbers and in unity. Even including attrition from retirements and resignation of long time members, our chapter membership is up by 5%, our Victory Club participation is up by 37%. Our chapter meeting participation has similarly increased—even to standing room only. Members attending are engaged and eager to learn about issues affecting the District and to ask hard questions about matters that could possibly affect our livelihood.

 **Chapter News** – The constitution for CSEA Chapter 407 calls for the election of three of our officers on each year. Our newly elected officers are: Patricia Reyes, Treasurer; Michael St. Clair, 2nd Vice President; and Octavio Vazquez, Sergeant at Arms. The chapters of CSEA Region 10 jointly installed our new officers on Friday, January 18th.

 **New CSEA Field Director** – We are thrilled to welcome Denise Jensen as our new Field Director for the Rancho Cucamonga Field Office. She started her history with CSEA as a member like us. She went on to be a chapter president of at a community college, and then was hired as a Labor Relations Representative. Keith Pace, CSEA Director of Field Operations, wrote the following about her when she was a LRR:

She played a pivotal role in CSEA's ULP victory in East Side Union High School District. This case involved the issue of whether the District's action to change the hours of vacant positions was a matter within the scope of representation and subject to negotiations, or a matter of management prerogative which was not negotiable. Thanks to Denise's tenacity, record keeping, and attention to detail, CSEA prevailed in this case, which reaffirmed our right to demand to negotiate when a district reduced an eight-hour position to two four-hour positions.

She then served as CSEA Senior Executive Manager for ten years during which time she provided high-level strategic counsel to CSEA Association Presidents and their Boards.

 **CSEA State News –Governor Brown Releases His 2013-14 Budget Proposal**
On January 10th, Governor Brown released his 2013-14 budget proposal. Thanks to the hard work of CSEA volunteers who helped pass Proposition 30, the budget scenario has changed dramatically.

In stark contrast to the budget introduced two years ago to address a \$26 billion deficit, the 2013-14 proposal predicts that the state will eliminate the budget year deficit and future budgets will continue to be balanced. True to his commitment, the Governor's budget proposal continues to protect education funding, pays down the debt and expands health care coverage as the state implements federal health care reform.

Prop. 98 Funding Increase

Increase in Proposition 98 funding of approximately \$4.5 billion over 2012-13. The increase will be allocated as follows:

- *\$ 2 billion (\$1.6 for K-12 and \$400 million for Community Colleges) for program expansion. For K-12 the funds will be allocated through the Local Control Funding Formula.*
- *\$1.8 billion to further reduce deferrals.*
- *\$450 million for energy efficiency projects and training pursuant to Proposition 39.*
- *\$300 million for Adult Education.*

Community Colleges

- *The budget proposal provides an increase of \$196.9 million (3.6 percent) to base apportionments; an increase of \$133.2 million to reflect reduced property tax estimates (plus \$47.8 million for 2012-13 to offset lower-than-anticipated property tax revenues from the elimination of redevelopment agencies); and a decrease of \$12.6 million to reflect revised estimates of student fee revenue, resulting from lower-than-anticipated Board of Governors' fee waivers.*
- *Provides \$179 million to reduce the CCC deferral balance to \$622 million.*
- *Proposes phased-in changes to Census Accounting Practices by focusing on completion at the end of the term, as opposed to counting attendance at the early weeks of the term. Shifts responsibility for the Adult Education and Apprenticeship programs from K-12 to CCC.*
- *Provides \$49.5 million for Proposition 39 clean energy efficiency projects.*



Chapter President, CSEA Chapter 407

John Marman

- Spoke at Joyce Wade Maltais' funeral
- Attended 2 special Trustee meetings
- Was Santa for local youth and asked them about their grades
- Attended men's and women's basketball games
- Had meetings with William Kroonen [Past COD President/Superintendent] and Rob Ballew[Ex Director of YMCA].

COD Board of Trustees
Alumni Association Report

January 14, 2013

The Street Fair had a good customer turn out during the holidays considering all the long hours the big box stores were open. Currently, we have near sell-out vendors at the Street Fair.

The Street Fair has started receiving applications for our giant three day during President's Day Weekend. We will have a Street Fair on Saturday, Sunday and Monday, February 16-18.

The Alumni Association is sponsoring CODAA's awards dinner for up to \$6,500. This event will take place January 25 at Desert Willow Golf Resort.

Next month the Alumni will donate another \$45,000 to the Campus Student Work Study Program. This will bring us up to \$90,000 towards the Alumni's \$135,000 pledge.

The Alumni Association will sponsor the COD Employee Awards Ceremony for \$13,000 on January 23.

The Alumni/Pathways Student Scholarship Club held their Winter Social on December 21. Around 30 members of the club went up on a field Trip to the Palm Springs Aerial Tram. They hiked around and had lunch at the lodge.

The Alumni/Pathways Student Scholarship Club will take a bus for tours of USC and UCLA campuses on Friday, January 25.

Academic Senate President

Report to the Board of Trustees

January 18, 2013

Spring 2013 semester concludes my term as Academic Senate President. During these next four months, I will bring to the Senate, Executive Cabinet, and Board of Trustees the following open items and issues for discussion and hopefully resolution.

AP 4105 Distance Education

This new policy reflects two years of work by the Educational Technology Committee determining and documenting Regular Effective Contact for online courses; defining a “No Show” for online classes; and definitions of online, proctored online, hybrid, and web enhanced courses.

The policy has been approved by both the Senate and the administration and only needs to appear on the Board agenda as an information item.

The policy is included at the bottom of this report.

AP 7120

This hiring policy has been “under construction” for almost two years. The Senate made recommendations for change to match the equivalency policy; HR put the changes on hold because they were making changes of their own and wanted to incorporate all at once.

Equivalency policy and procedures received the approval of the Board last spring; HR hiring procedures should be updated to match.

Equivalency and Discipline Assignment

HR sent a first draft of discipline assignments to all full time faculty at the end of fall semester. Replies from faculty are currently being processed.

Discipline assignments are the backbone of not only the class assignment process but also FSAs (Faculty Service Areas). The state requires that we maintain an accurate list and it is imperative that we move forward with finalizing at least the full time faculty this semester.

Course Discipline Assignment

As a parallel to the faculty discipline assignment, each course in the COD catalog must also be assigned to a specific state defined discipline. This is an issue for only a small percent of our courses; for example there is no state discipline for Digital Design and Production so DDP courses must be assigned to a similar discipline such as Graphic Arts. Curriculum Committee is working on procedures for this process.

Emeritus Status

Last spring, administration brought to the Planning Council AP 3101 for Emeritus Status for Trustees, Administration, and Staff. Although Planning Council does not vote, faculty requested that the policy be pulled because it did not mention faculty and did not require any years of service.

The proposed policy was brought to the Senate where discussion included a recommendation to modify AP 3101 to include faculty and better match faculty Emeritus requirements. The Senate developed a draft of a modified AP 3101 then voted to move the policy to committee for further work and postpone the first reading.

The Senate will address this policy in February; hope for a second reading in March; administrative approval in April and completion before the end of the semester.

Included at the end of this report are:

- Current faculty emeritus status procedures
- Proposed Senate modification to AP 3101 (postponed without a 1st reading)

Curricunet

The District is moving forward with an Intent to Purchase the new version of CurricuNet curriculum management software. It is the understanding of the Curriculum Chair that this intent guarantees a lower purchase price if the District does move ahead with the purchase in 2013 but that it is not binding.

The Senate feels that this is a Curriculum and therefore Faculty issue and that the decision to move forward with CurricuNet should be made by the Curriculum Committee and Academic Senate and not by administration.

Grants

Significant progress toward including the Academic Senate in early approval of grant requests was made at the first two Grant meetings last fall. The Senate will push for this progress to continue. The grants task force is a subset of the Budget Committee which reports to the Planning Council and is led by the Vice President of Business Affairs.

Program Review Validation

Bert Bitanga, Chair of the Outcomes and Assessment Committee, has joined Planning Council as a non-voting member and has also joined the CPC Outcomes SubCommittee.

Working together with Planning Council, the Outcomes and Assessment Committee is working on procedures for validating both the five year Program Review and the annual Program Review Update.

Prerequisites

Prerequisites can now be assigned to a course based on just content review rather than content review plus data validation, however the state requires that colleges using content review document specific prerequisite policies and procedures. This is an objective for Curriculum Committee this semester.

Faculty Development Funds Coordination

Although the Academic Senate has a Faculty Development Committee and a formal process through which faculty request funds; funds are also available to faculty through Basic Skills, Title V grants, the Perkins grant, and special program funds.

Better coordination of all available funds and more consistent procedures would allow for more equitable distribution of resources.

Reinventing COD

The Academic Senate feels strongly that reinventing COD should be a key objective for the college and has been asking consistently since March, 2012 for a leadership role in moving forward with this project.

In the January 18, 2013 Board agenda there is a proposed contract for Donald Berz.

Last fall, Dr. Kinnamon discussed with the Academic Senate Executive Committee the need for some assistance until the Vice President of Academic Affairs position is filled; Senate Exec agreed to support the recommendation provided faculty and the Senate are actively involved in both the selection process and projects assigned to the interim or consultant.

In December, Senate Exec spent two hours with Donald Berz. Exec members were impressed with his knowledge and are comfortable that he could be an asset for COD. We are happy he is coming on board.

Unfortunately the Scope of Work for Donald Berz does not mention faculty, even though Student Success and Enrollment Management are clearly faculty issues. This could be an issue for the full Senate.

Interims

The Academic Senate is on record as being opposed to interims and consultants. Although a primary issue is cost, the bigger impact is that appointed interims and consultants bypass the hiring process and therefore bypass the faculty role in determining campus governance procedures.

We recognize that there are situations where an interim is the best or only solution; we recognize also that it is not the role of the Senate to determine when an interim is appropriate.

However, we would like the Board to recognize that with the items on the Board agenda for this month, COD has reached a point where all of the administrative cabinet positions except the President are appointed interims and some of the leadership responsibilities of the vacant Vice President of Academic Affairs assigned to a consultant .

Thank you,

Zerryl Becker,
Academic Senate President

Faculty Emeritus status is based on the following Senate resolution from 2002:

POLICY ON GRANTING OF EMERITUS STATUS
Resolution – 1.45 – 2nd Reading
(Origin – Academic Senate)
April 25, 2002

College of the Desert established the following guidelines to honor its dedicated faculty members:

1. The person must be a full-time faculty member retired or within one semester of retiring with at least 10 years of full-time service to the College or an adjunct with at least 20 years of service to the College or a combination of two (2) years of adjunct service is the equivalent of one (1) year of full-time service.
2. The person must be recommended by a simple majority of the full-time faculty of his/her division to the Academic Senate. This recommendation must specify the areas of excellence and the nature of the contributions in the areas of excellence.
3. A simple majority of the Senate must recommend the nominated emeritus faculty member to the Board of Trustees.
4. Exceptions to the time limits above can be made for faculty with outstanding service to the College with a two-thirds concurrence of both the individual's division and the Academic Senate.
5. The Board of Trustees grants final approval of Emeritus status on an individual basis.

The Emeritus Status carries with it as many of the rights and privileges of the faculty as retirement allows. These rights and privileges include the following:

- a. Name engraved on the "Walk of Knowledge"
- b. Lifetime COD library card privilege
- c. Lifetime COD parking permit privilege
- d. ID indicating status as Emeritus
- e. Inclusion on College listings and directories as achieving Emeritus Status
- f. Recognition at commencement in year honor bestowed
- g. Lifetime invitation to graduation procession
- h. Lifetime privilege of recreational facilities
- i. Inclusion on COD e-mail list
- j. Invitation to annual honorary event
- k. Lifetime privilege to athletic events
- l. Discount (50%) on all Economic Development & Community Education Classes
- m. Plaque or award



ADMINISTRATIVE PROCEDURE 3101 DESERT COMMUNITY COLLEGE DISTRICT

EMERITUS STATUS: Trustee, Superintendent/President, ~~Staff~~ Faculty or Educational Administrator

Process for Nomination and Awarding Emeritus Status

I. Eligibility

The ~~Superintendent/President or~~ Board of Trustees may confer the title of Emeritus upon any retiring ~~staff~~ Educational Administrator, Faculty, or trustee who has given honorable and distinguished service to the College. Emeritus Status is granted by the Board of Trustees ~~and/or Superintendent/President~~ to recognize ~~the Superintendent/President's or other staff's~~ exemplary service to the District over an extended period of time and encourage continued support and participation in college activities.

II. Nominations/~~Recommendations/~~Appointments

1. Nominations of Superintendent/President, Educational Administrator, or Trustee

- ~~Retiring COD staff or trustee may be nominated or nominate themselves to their Supervisor.~~
- ~~Retiring COD Trustees, Superintendent/President, or Educational Administrators~~ A staff or trustee member may be nominated by staff or trustee, division dean ~~or~~ department head, or the Academic Senate.
- A nomination should be supported by a minimum of three ~~employees~~. Educational administrators or the Academic Senate.
- The person retiring must have four (4) years of service to the District.
- All nominations should be forwarded to the ~~VP~~ Supervisor of the area where the employee is assigned.
- ~~The decision of a vice president to not forward a nomination for Emeritus status shall not be subject to appeal.~~

2. Nominations of Faculty

- Retiring COD Faculty may be nominated by any faculty or educational administrator.
- The person must be full time faculty member retiring or within one semester of retiring with at least ten (10) years of full time service to the District or an adjunct retiring or within one semester of retiring with at least twenty (20) years of service to the District. Two years of adjunct service to the District may be counted as one year of full time service. Exceptions to these time limits can be made with a two-thirds vote of the faculty in the Department and a two-thirds vote of the Academic Senate.

III. ~~Nominations/~~Recommendations/Appointments

1. Approvals/Appointment for Superintendent/President, Educational Administrator, or Trustee

- The ~~VP~~ Supervisor will review ~~all previous recommendations~~ the nomination and make a recommendation to the President or Board of Trustees to either confer/ not confer Emeritus status.
- This recommendation shall not be subject to appeal. (I don't like this but it's admin's call)

(c) Upon verification of the eligibility as stated above but no later than the end of the last semester of full time employment at COD, the ~~President~~ Board of Trustees will grant the rank/status of Emeritus

2. Approvals/Appointment for Faculty

(a) The person must be recommended by a simple majority of the faculty in the person's Department.

(b) The recommendation must specify the areas of excellence and the nature of the contributions in this area of excellence.

(c) A simple majority of the Senate must recommend Emeritus status for the faculty to the Board of Trustees.

(d) The Board of Trustees grants Emeritus status on an individual basis.

III. Emeritus Benefits

1 Free lifetime Emeritus ~~staff or trustee~~ parking pass permit

2 Full access to COD library facilities, including access to computer resources in the library.

3 Complimentary admission to all athletic events (not to include playoffs).

4 Attendance at graduation and convocation, including marching in full regalia with other members of the Emeritus faculty, staff or trustee member's academic discipline.

5 Recognition at commencement in the year the Emeritus honor is bestowed.

6 Lifetime privilege of recreational facilities.

7 Listings in College academic catalogs and staff or trustee/staff directory as Emeritus ~~staff or trustee~~.

8 Emeritus ~~staff or trustee~~ name will be sandblasted in the "Walk of Knowledge".

9 Lifetime College of the Desert email address

IV. Obligations of Emeritus to the College

- 1 The Emeritus will identify him- or herself as an Emeritus staff or trustee member from COD in any professional activity that pertains to service at the college or use of its resources.
- 2 The Emeritus will make every effort to be available for service on college committees and participation in other service and activities.
- 3 The Emeritus will adhere to the highest academic, civic and ethical standards.
- 4 The Emeritus understands that there is no remuneration received by the holder of the title and he/she does not exercise any of the normal administrative functions associated with the title staff or trustee. By virtue of the title, the recipient is not entitled to membership of Academic Senate or any other College body.
- 5 Emeritus staff or trustee will be listed in college catalogs.
- 6 Emeritus staff or trustee will be recognized at college commencement ceremonies or other appropriate recognition events.

V. Documentation required for nomination

- 1 A summary statement of desire to become Emeritus.
- 2 Detailed staff or trustee CV.
- 3 Statements of support from current staff or trustee members and any other statements in support of the nomination.
- 4 A written citation on behalf of the nominee of no more a half page and in a style suitable for reading at a conferral ceremony.



ADMINISTRATIVE **PROCEDURE**

3101

DESERT COMMUNITY COLLEGE DISTRICT

EMERITUS STATUS: Trustee, **Superintendent/President, Staff**

Process for Nomination and Awarding Emeritus Status

I. Eligibility

The Superintendent/President or Board of Trustees may confer the title of Emeritus upon any retiring staff or trustee who has given honorable and distinguished service to the College. Emeritus Status is granted by the Board of Trustees and/or Superintendent/President to recognize the Superintendent/President's or other staff's exemplary service to the District over an extended period of time and encourage continued support and participation in college activities.

II. Nominations/Recommendations/Appointments

1. Nominations

- (a) Retiring COD staff or trustee may be nominated or nominate themselves to their Supervisor.
- (b) A staff or trustee member may be nominated by staff or trustee, division dean or department head.
- (c) A nomination should be supported by a minimum of three employees.
- (d) All nominations should be forwarded to the VP of the area where the employee is assigned
- (e) The decision of a vice president to not forward a nomination for Emeritus status shall not be subject to appeal.

2. Approvals/Appointment

- (a) The VP will review all previous recommendations and make a recommendation to the President to either confer/ not confer Emeritus status.
- (b) This recommendation shall not be subject to appeal.
- (c) Upon verification of the eligibility as stated above but no later than the end of the last semester of full time employment at COD, the President will grant the rank/status of Emeritus

III. Emeritus Benefits

1. Free lifetime Emeritus staff or trustee parking pass

2. Full access to COD library facilities, including access to computer resources in the library.
3. Complimentary admission to all athletic events (not to include playoffs).
4. Attendance at graduation and convocation, including marching in full regalia with other members of the Emeritus faculty, staff or trustee member's academic discipline.
5. Listings in College academic catalogs and staff or trustee/staff directory as Emeritus staff or trustee.
6. Emeritus staff or trustee name will be sandblasted in the "Walk of Knowledge".
7. Lifetime College of the Desert email address

IV. Obligations of Emeritus to the College

1. The Emeritus will identify him- or herself as an Emeritus staff or trustee member from COD in any professional activity that pertains to service at the college or use of its resources.
2. The Emeritus will make every effort to be available for service on college committees and participation in other service and activities.
3. The Emeritus will adhere to the highest academic, civic and ethical standards.
4. The Emeritus understands that there is no remuneration received by the holder of the title and he/she does not exercise any of the normal administrative functions associated with the title staff or trustee. By virtue of the title, the recipient is not entitled to membership of Academic Senate or any other College body.
5. Emeritus staff or trustee will be listed in college catalogs.
6. Emeritus staff or trustee will be recognized at college commencement ceremonies or other appropriate recognition events.

V. Documentation required for nomination

1. A summary statement of desire to become Emeritus.
2. Detailed staff or trustee CV.
3. Statements of support from current staff or trustee members and any other statements in support of the nomination.
4. A written citation on behalf of the nominee of no more a half page and in a style suitable for reading at a conferral ceremony.



ADMINISTRATIVE PROCEDURE

4105

DESERT COMMUNITY COLLEGE DISTRICT

DISTANCE EDUCATION

[Note: This procedure is legally required in an effort to show good faith compliance with the applicable federal regulations if your district offers distance education or correspondence education.]

Consistent with federal regulations pertaining to federal financial aid eligibility, the District must authenticate or verify that the student who registers in a distance education or correspondence education courses is the same student who participates in and completes the course or program and receives the academic credit. The District will provide to each student at the time of registration, a statement of the process in place to protect student privacy and estimated additional student charges associated with verification of student identity, if any.

The [*Chief Instructional Officer*] shall utilize one or more of these methods to authenticate or verify the student's identity:

[Insert local practice here: the following approaches are specifically referenced in the federal regulation as appropriate. The key is to utilize an accepted procedure for verifying a student's identity.]

- secure credentialing/login and password;
- proctored examinations; or
- new or other technologies and practices that are effective in verifying student identification.

The [*Chief Instructional Officer*] shall establish procedures for providing a statement of the process in place to protect student privacy and estimated additional student charges associated with verification of student identity, if any, to each student at the time of registration.

Note: *The following is procedure is **legally required** if the District has implemented distance education courses. Local practice may be inserted, but must include the following minimum requirements contained in Title 5.*

Definition: Distance education means instruction in which the instructor and student are separated by distance and interact through the assistance of communication technology.

Fully Online Course (FOC)

A Fully Online Course is delivered exclusively over the internet using a Learning Management System. There are **no class meetings on campus** and all assignments and examinations are submitted online in an asynchronous manner. You must have ready access to a computer with Internet. Students enrolled in an online course should possess apt computer skills.

Proctored Online Course (POC)

All assignments and examinations in a Proctored Online Course will be submitted online in an asynchronous manner but **you will be required to take tests at a proctoring facility**. Your instructor will provide proctoring accommodations at COD. Off-site proctoring services could be available at the discretion of the instructor. Contact the individual instructor to learn more about their off-site proctoring policy. You must have ready access to a computer with Internet. Students enrolled in an online course should possess apt computer skills.

Hybrid Course (HC)

Hybrid Courses meet both on campus and online. Some of the traditional face-to-face on campus meetings are replaced with online activities. The schedule of classes will indicate the times and dates of the meetings you are required to attend. Access to a computer with internet access is required.

Web Enhanced Course (WEC)

Web Enhanced Courses are traditional face-to-face classes that make routine use of the Learning Management System. These courses hold all their meetings on campus. The instructor will post required course materials and/or activities online and may require assignments be turned in online. Access to a computer with internet access is required.

Course Approval: Each proposed or existing course offered by distance education shall be reviewed and approved separately. Separate approval is mandatory if any portion of the instruction in a course or a course section is designed to be provided through distance education.

The review and approval of new and existing distance education courses shall follow the curriculum approval procedures outlined in Administrative Procedures 4020, Program and Curriculum Development. Distance education courses shall be approved under the same conditions and criteria as all other courses.

Certification: When approving distance education courses, the [*designate authority*] will certify the following:

Course Quality Standards: The same standards of course quality are applied to the distance education courses as are applied to traditional classroom courses.

Course Quality Determinations: Determinations and judgments about the quality of the distance education course were made with the full involvement of the [*designate authority, e.g. faculty, curriculum committee*] approval procedures.

Instructor Contact: Each section of the course that is delivered through distance education will include regular effective contact between instructor and students.

REGULAR EFFECTIVE CONTACT

Introduction:

Like the Chancellor's Office (CCCCO) and the Accrediting Commission for Community and Junior Colleges (ACCJC), College of the Desert strives to ensure that distance learning is characterized by the same expectations for quality, integrity, and effectiveness that apply to more traditional modes of instruction. College of the Desert defines "distance education" as a formal interaction which uses one or more technologies to deliver instruction to students who are separated by the instructor and which supports regular and effective interaction between the students and the instructor, either synchronously or asynchronously.

In face-to-face courses, regular instructor/student contact occurs at each class meeting via lecture, discussion, and other in-classroom teaching/learning methods. The question arises, of course, as to how comparable contact occurs in a distance education (DE) modality. According to Title 5 and the Distance Education Guidelines for the California Community Colleges, each community college must have a policy regarding regular effective contact between instructor and student (including the nature and frequency of the contact) in any course that is fully or partially conducted through DE. See the Regulations section of this document for the specific language.

COD Regular Effective Contact Policy:

All DE courses at COD, including hybrid courses, will include regular effective contact as per the following:

- **Initiated interaction:** Instructors will regularly initiate interaction with students on a one-to-one and/or group basis. In doing so, the instructor should be, on a regular basis, cognizant of the degree to which students are participating in the course – similar to how a face-to-face instructor is constantly aware of how many students are attending class. Providing students with an open-ended question forum, although appropriate, does not constitute the entirety of effective instructor initiated interaction.

Frequency and duration: In a DE course, the frequency and duration of contact should be comparable to that of the "equivalent" face-to-face course. At the very least, the number of instructor contact hours per week that would be available to face-to-face students will also be available, in asynchronous and/or synchronous mode, to DE students. Given the nature and variety of DE contact, especially asynchronous contact, it is not expected that contact will necessarily occur during well defined blocks of time as in a face-to-face course. Nevertheless,

over the course of the week, an individual student can expect contact that is comparable in frequency and duration to that which would be experienced in an “equivalent” face-to-face course.

- Establishing expectations and managing unexpected instructor absence: An instructor and/or department established policy describing the frequency and timeliness of instructor initiated contact and instructor feedback, will be posted in the syllabus and/or other course documents that are made available for students when the course officially opens each semester. If the instructor must be out of contact briefly for an unexpected reason (such as illness or a family emergency that takes the instructor offline), notification to students will be made in the announcements area of the course that includes when the students can expect regular effective contact to resume. If the offline time results in a lengthy absence (i.e. more than three or four days) a substitute instructor should be sought who can assist students while the instructor is unavailable.

Mandatory types of contact: In all COD DE courses, instructors will, at a minimum, make use of the following to initiate and maintain contact with students:

- Threaded discussion forums within the Learning Management System (LMS) with appropriate instructor participation
- General email and/or messaging through the LMS
- Weekly announcements in the LMS
- Timely feedback on student work
- Instructor prepared material that, possibly combined with other course materials, creates the “virtual equivalent” of the face-to-face classroom.

Other types of contact: The following are other forms of communication that DE instructors may wish to make use of to initiate and maintain contact with students:

- Chat Room/Instant Messaging/Texting/Twitter
- Online quizzes/exams
- Telephone/Voicemail
- USPS mail
- E-Portfolios/Blogs/Wikis
- Scheduled face-to-face group or individual meetings
- Regular virtual office hours
- Field trips
- Library workshops
- Posted audio/video
- Live audio/video
- E-conference (CCCConfer)

Regulations:

The following are Title 5 regulations (italicized) and guidelines from the chancellor’s office - Distance Education Guidelines (2008).

55202. Course Quality Standards.

The same standards of course quality shall be applied to any portion of a course conducted through distance education as are applied to traditional classroom courses, in regard to the course quality judgment made pursuant to the requirements of section 55002, and in regard to any local course quality determination or review process. Determinations and judgments about the quality of distance education under the course quality standards shall be made with the full involvement of faculty in accordance with the provisions of subchapter 2 (commencing with section 53200) of chapter 2.

NOTE: Authority cited: Section 66700 and 70901, Education Code.

References: Sections 70901 and 70902, Education Code.

Guideline for Section 55202

This section emphasizes the extent to which course quality depends upon the full involvement of faculty in the design and application of DE courses. It discusses course quality standards for distance education and combines language formerly found in sections 55207 and 55209 which it replaces. Language is added to clarify that normal course quality standards apply to any portion of a course conducted through distance education.

55204. Instructor Contact.

In addition to the requirements of section 55002 and any locally established requirements applicable to all courses, district governing boards shall ensure that:

(a) Any portion of a course conducted through distance education includes regular effective contact between instructor and students, through group or individual meetings, orientation and review sessions, supplemental seminar or study sessions, field trips, library workshops, telephone contact, correspondence, voice mail, e-mail, or other activities. Regular effective contact is an academic and professional matter pursuant to sections 53200 et seq.

(b) Any portion of a course provided through distance education is conducted consistent with guidelines issued by the Chancellor pursuant to section 409 of the Procedures and Standing Orders of the Board of Governors.

NOTE: Authority cited: Sections 66700 and 70901, Education Code.

Reference: Sections 70901 and 70902, Education Code.

Guideline for Section 55204

This section defines what contact must be maintained between instructor and student. It is virtually identical to section 55211 which it replaces, except that language has been added to clarify that rules related to conduct of distance education and effective instructor contact apply to any portion of a course conducted through distance education. Subdivision (a) stresses the responsibility of the instructor in a DE course to initiate regular contact with enrolled students to verify their participation and performance status. The use of the term “regular effective contact” in this context suggests that students should have frequent opportunities to ask questions and receive answers from the instructor of record. The last published Distance Education Guidelines, March 2004, issued by the Chancellor pursuant to section 409 of the Procedures and Standing Orders of the Board of Governors, as referenced in subdivision (b), establishes the principle that for DE courses there are a number of acceptable interactions between instructor and student, not all of which may require in-person contact. Thus, districts and/or colleges will need to define “effective contact” including how often, and in what manner instructor-student interaction is achieved. It is important to document regular effective contact and how it is achieved. Since regular effective contact was declared an academic and professional matter, this documentation must include demonstration of collegial consultation with the academic senate, for

example through its delegation to the local curriculum committee. A natural place for this to occur is during the separate course approval process (see section 55206) as well as during faculty evaluations, student surveys, and program review. Documentation should consist of the inclusion of information in applicable outlines of record on the type and frequency of interaction appropriate to each DE course/section or session. Local policies should establish and monitor minimum standards of regular effective contact.

Duration of Approval: All distance education courses approved under this procedure will continue to be in effect unless there are substantive changes of the course outline.

NO SHOW DROP PROCEDURE FOR ONLINE CLASSES

Online courses must be available on or before 8 A.M. on the first day of class.

Online course materials must clearly state to the students what constitutes checking into the course.

Examples of check-in activities include participation in discussion forums or blogs, a syllabus quiz, or any other meaningful activity that requires meaningful student interaction.

Simply logging into the Learning Management System (Blackboard) is not considered a meaningful activity.

Faculty have the right to drop, as a No Show, a student who does not complete the check-in procedure within 48 hours. The 48 hours begins at 8 AM on the first day of class.

References:

Title 5 Sections 55200 et seq.;

References: U.S. Department of Education regulations on the Integrity of Federal Student Financial Aid Programs under Title IV of the Higher Education Act of 1965, as amended; 34 C.F.R. § 602.17.

Approval:
Next Review:

Administrator: VP Academic Affairs

**Non-Resident Tuition
2013-14**

These figures are tentative. Community College Boards have yet to take action.

Statewide Average = 190

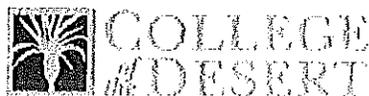
District	Tuition Fee			Capital Outlay		Total	Notes
	Computed Rate	Proposing	Option	Computed Rate	Proposing		
Antelope Valley	186	190		0	0	190	
Barstow	190	184	1	0	0	184	
Cerritos	169	190		24	24	214	
Chaffey	192	192	2	16	16	208	(B)
Citrus	177	190	6	19	19	209	(B)
Coast	172	190		29	29	219	
Copper Mt.	237	237		3	3	240	
Desert	190	190		92	0	190	
El Camino	189	190		49	32	222	
Glendale	178	190		8	8	198	
Long Beach	189	190		42	40	230	
Los Angeles	184	190		15	15	205	(A)
Mt. San Antonio	196	192		24	24	216	
Mt. San Jacinto	168	190		43	43	233	
North Orange County	174	190	6	19	19	209	
Palo Verde	329	190		0	0	190	
Palomar	193	190		4	4	197	
Pasadena	176	193		35	35	223	
Rancho Santiago	204	190		40	24	214	
Rio Hondo						0	
Riverside	197	190		72	34	224	(B)
San Bernardino	182	182		9	9	191	(A)
Santa Clarita	169	169		70	10	179	
Santa Monica	194	239		30	30	269	
South Orange County	167	190	6	33	33	223	
Ventura	179	230		34	14	244	(B)
Victor Valley	201	190		0	0	190	

Notes:

- (A) Excludes Bond funds for Capital Outlay Rate
- (B) Includes Bond funds for Capital Outlay Rate

Option - Basis for adoption

1. Statewide average cost
2. District average cost
3. District average cost with 10% or more noncredit FTES
4. Contiguous district
5. No more than district average cost; no less than statewide average cost.
6. Statewide average cost, from 2009-10.
7. No more than average tuition of 12 states with cost of living comparable to California.



Search



Home Academic Programs Admissions Catalogs & Schedules Financial Aid Library Student Services

You are here: [Home](#) > [Students](#) > [Bursar](#) > Tuition & Fees

Spring 2013 Tuition & Fees

Registration Fees

California Residents (Waived for BOGG recipients)	\$46.00 /unit
Non-California Residents	\$232.00/unit
International Students	\$232.00 unit
Student Center Fee (Mandatory)	\$ 0.25/unit

Other Fees

Mandatory Health Service Fee (Not waived by BOGG Waiver)	\$14.00
Mandatory Student Representation Fee	\$1.00
Student ID Card (Not covered by BOGG or FAFSA Waiver)	\$10.00
Nursing Malpractice Insurance (Not covered by BOGG or FAFSA Waiver)	\$10.00
Nursing Background check (Not covered by BOGG or FAFSA Waiver)	\$38.00
International Student Medical Insurance: Required (Contact 760.776.7205)	
Parking: Per Vehicle (Not covered by Fee Waiver)	\$20.00
Audit Fee per unit (Subject to Change)	\$15.00

Note: Enrollment fee is established by the California State Legislature and is subject to change.

To pay by credit card via the web, visit WebAdvisor. Click onto Web Advisor and follow the instructions. You will be able to print out a receipt immediately or anytime thereafter via the Web Advisor

Returned Check Service Charge

Checks returned for non-sufficient funds or "Stop Payments" will be charged a \$25.00 service fee. There will be a hold put on your records and your enrollment at College of the Desert, and your credit, may be affected.

Administrative Holds

An administrative hold can be placed on your student account by many departments on campus. A hold from the Bursar Office means that a financial obligation has not been met. The hold will prevent you from registering, obtaining a transcript or diploma, making a change to a schedule, or processing an application for admission.

Please note: College of the Desert participates in the Chancellor's Office Tax Offset Program (COTOP). All past due accounts are submitted to COTOP for collection.

ADDRESSING THE BOARD OF TRUSTEES

1. Complete a "Request to Address the Board of Trustees" form (see below) and present it to the Board Executive Assistant prior to the beginning of the meeting at which you wish to address the Board.
2. You will be called to speak at the section set aside for PUBLIC COMMENTS. Each speaker will be allowed a maximum of three (3) minutes per topic. Fifteen (15) minutes shall be the maximum time allotment for public speakers on any one subject regardless of the number of speakers at any one Board meeting. *(per Board Policy 2350)*
3. You will be asked to state your name and appropriate affiliation for the record before your statements to the Board.
4. The Board Chair may rule members of the public out of order if their remarks do not pertain to matters that are within the subject matter jurisdiction of the Board or if their remarks are unduly repetitive. *(per Board Policy 2350)*

**For the complete text of Board Policy 2350 www.collegeofthedesert.edu – "Community", "Board of Trustees", "Board Policies and Procedures".*

(DETACH HERE AND RETURN THIS PORTION TO THE BOARD ASSISTANT)

REQUEST TO ADDRESS THE BOARD OF TRUSTEES

BOARD MEETING DATE: 1/18/13

NAME: ZERRYL BECKER
(Please print legibly)

AFFILIATION: PUBLIC _____ STAFF _____
FACULTY ✓ STUDENT _____

IF SPEAKING TO AN AGENDA ITEM PLEASE INDICATE THE ITEM TO WHICH YOU WISH TO SPEAK:

AGENDA ITEM NO. X D 4

TITLE Independent contractor

GOD BLESS AMERICA



COLLEGE OF THE DESERT
January 18th, 2013

WELCOME

Cpl Troy Lawrence

- 23 years
- Indio Jail for 27 months
- Palm Desert Station/DHS 5 years with contract
- SWAT/FTO/Sniper/Range master while working patrol
- Motor Rancho Mirage 1.5 years
- Motor PalmDesert 3.5 years
- SEB Fulltime for 6 years
- Back at Palm Desert Special Enforcement Team

ACTIVE SHOOTER OVERVIEW



ACTIVE SHOOTER OVERVIEW

- **High risk, low frequency incidents**
- **May (Will) have a huge impact**
- **Traditional methods and tactics are probably not appropriate**

ACTIVE SHOOTER OVERVIEW

- **The time to prepare is now: New concepts with a traditional “street cop” mindset**
- **Pre-existing Mutual Aid agreements & other proactive steps are essential**

LESSONS LEARNED

- Such incidents develop rapidly and appear spontaneous
- Suspect's actions are to one degree or another unpredictable



LESSONS LEARNED

- **First responders**
 - **Outgunned**
 - **Not trained to an appropriate level**
- **Law enforcement may arrive too late**
- **People will be injured and probably die, possibly even law enforcement**

WHAT DOES THE FUTURE HOLD?

- Extreme challenges to law enforcement's tactics, courage and commitment.
- More incidents at new locations
- Smarter, more tactically aware suspects
- Educated suspects who are aware of past incidents and want to escalate to new "heights" of violence
- Individual Terrorists
 - The "Perfect Day"
 - Hesham Mohamed Hadayet
 - July 4, 2002



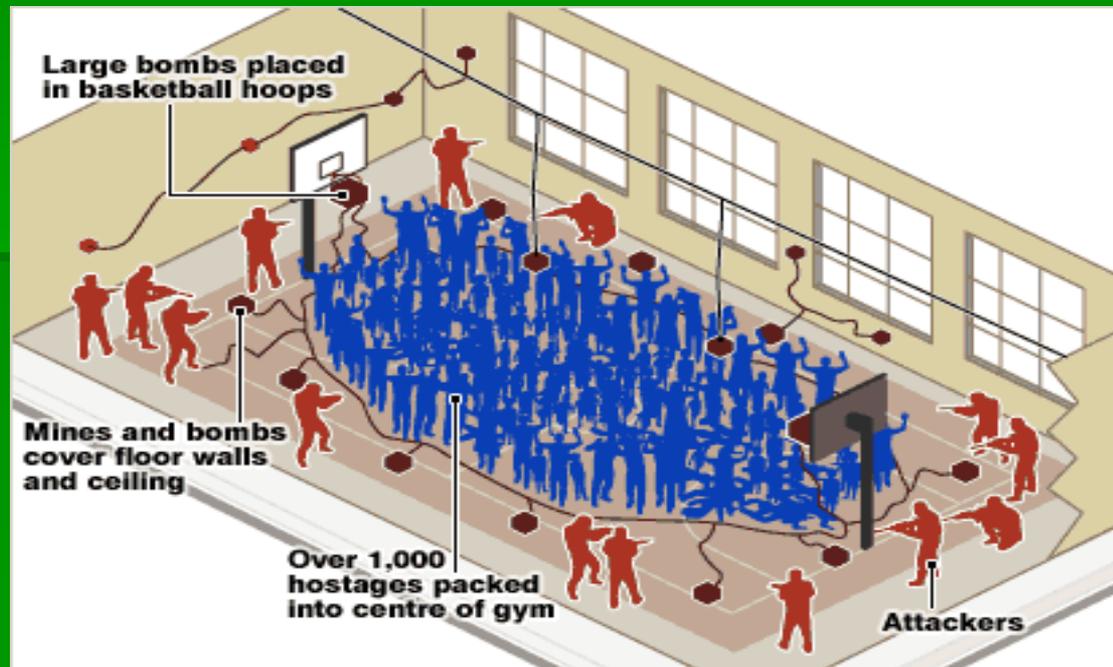
HOLD?

■ Beslin Type Incidents

- Teams of suspects trained to act as a military unit
- Negotiations will only be used to further the suspects' goals.
- The suspects are most likely there with the intent of creating a major incident and dying in the process.



- Some form of aggressive action by law enforcement may be the victims' only chance for survival.
- Expect the suspects to attempt an apocalyptic end.



DEFINITIONS

- **Active Shooter:** one or more subjects who participate in a random or systematic shooting (knife) spree, demonstrating their intent to continuously harm others. Their over objective appears that of murder rather than other criminal conduct such as hostage taking or robbery.

Active Shooter Response

- Riverside County Sheriffs Department:
- Section 404.13 There mains steps
 1. Location/Isolation
 2. Mitigation/Negotiation or Neutralization
 3. Containment
- Must remain fluid based on the situation that is presented

■ Incident Time Line

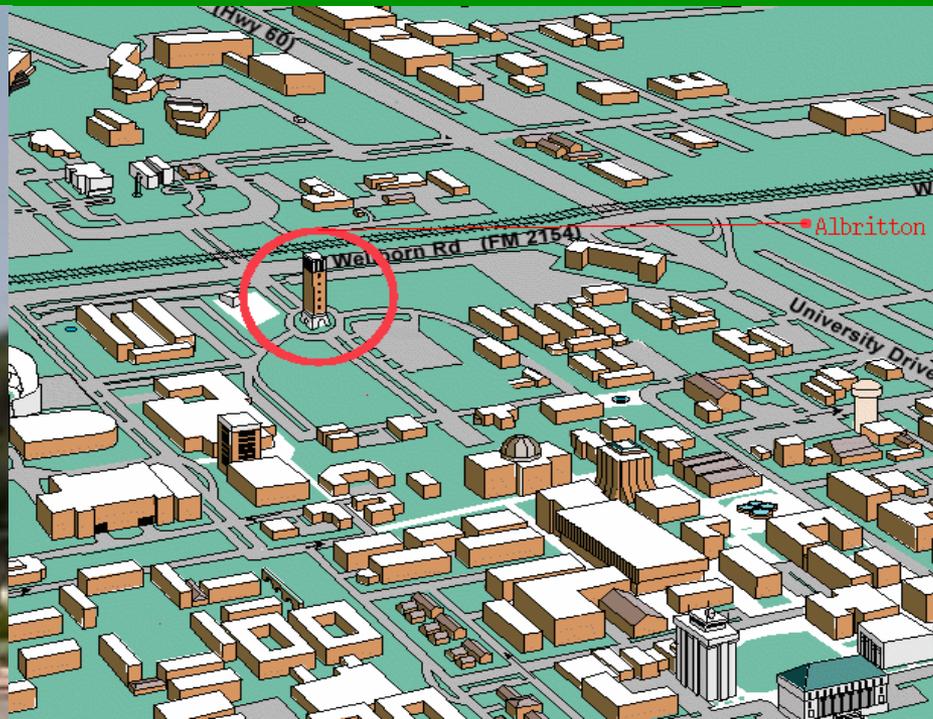
- Suspect selects victims & location
- Prepares weapons, tactical plan & possibly the location itself
- Arrives at scene and initiates violence
- Continues until satiated and/or dead
- Law Enforcement responds
- Crisis moves from Rescue to Recovery
- Community returns to some form of normalcy (takes time for this)

HISTORICAL PERSPECTIVE

- **Texas, Tower**
- **San Ysidro MacDonald's**
- **Columbine High School**
- **Virginia Tech**
- **Mumbai, India**
- **Ft. Hood, Texas (Too many to update)**

TEXAS TOWER

- August 1, 1966
- Charles Whitman
- “I have had unusual & irrational thoughts”
- 17 Dead & 31 Wounded



SAN YSIDRO McDONALD'S

- July 18, 1984
- James Huberty
- “Hunting humans; Society had its chance”
- 22 Dead & 19 Wounded

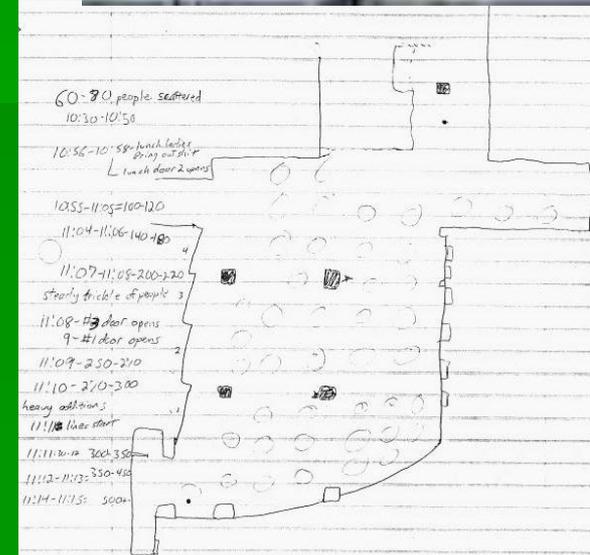
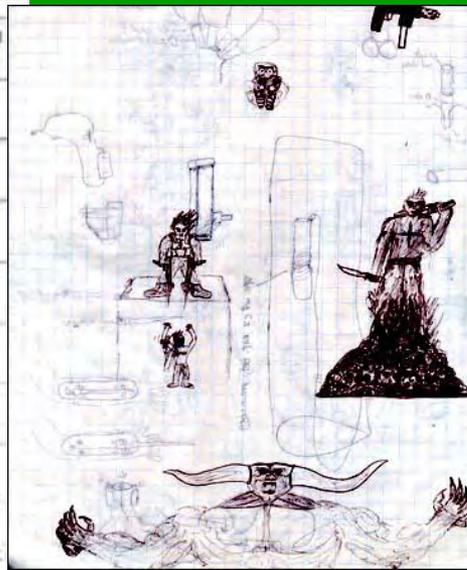


COLUMBINE HIGH SCHOOL

- April 20, 1999
- Eric Harris & Dylan Klebold
- *"killing enemies, blowing up stuff, killing cops!! My wrath for January's incident will be godlike. Not to mention our revenge in the commons"*



walk in, set bombs at 11:09, for 11:17
leave, set ~~at~~ bombs.
Drive to cemetery park. Gear up.
Get back by 11:15
Park cars, set car bombs for 11:18
get out, go to outside hill, wait.
When first bombs go off, attack.
have fun!



15 Dead & 24 Wounded



Steven Curnow



Daniel Rohrbough



Lauren Townsend



John Tomlin



Daniel Mauser



Kelly Fleming

NEWS
The Tragedy

APRIL 20TH 1999



HELP
The Healing



Rachel Scott



Matthew Flechter

COLUMBINE
FRIEND OF MINE



Corey DePooter



Kyle Velasquez



Isaiah Shoels



Dave Sanders



Cassie Bernall

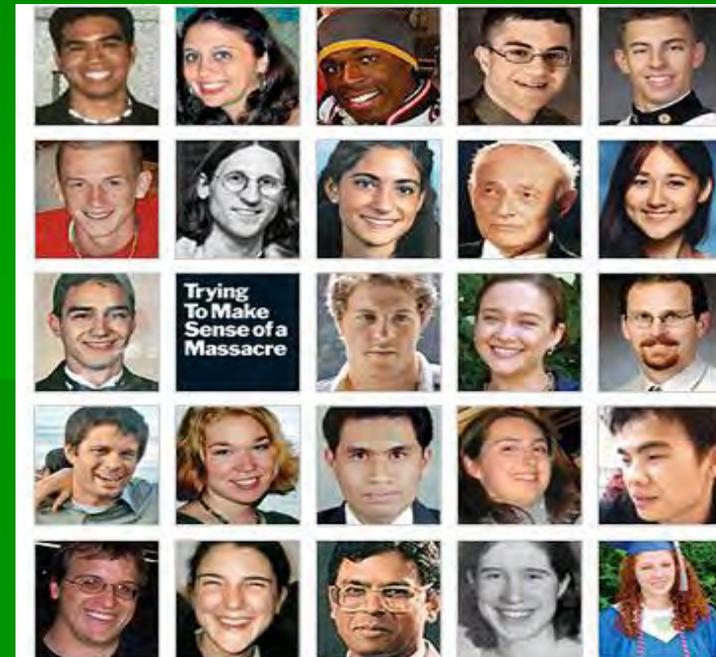
VICTIMS OF



A HATE CRIME

VIRGINIA TECH

- April 30, 2007
- Seung-Hui Cho
- “rich kids, debauchery & deceitful charlatans”
- April 30, 2007
- 33 Dead & 23 Wounded



Mumbai, India

- November 26, 2008
- 10 terrorists directly involved
- Well trained & armed including automatic weapons & IED's
- Multiple locations including high values
- 165 + dead & hundreds wounded



Fort Hood, Texas

- November 5, 2009
- Nidal Malik Hassan
- "fighting against the U.S. army is an Islamic duty",
- Radicalized Muslim
- Islamic Terrorism
- 13 dead and 30 wounded

Fort Hood, Texas



Hunt



Krueger



Nemelka



Pearson



Seager



Velez



SUSPECT PROFILE

- **Alienated and/or Psychological Problems**
 - Divorce, DV issues, Disgruntled employees
 - “Loner” types
 - Has been “wronged” or victimized
 - May not have a criminal record
 - “Red flags” may have been present

SUSPECT PROFILE

- Prepared for a lethal force encounter
 - *"About 26.5 hours from now the judgment will begin. Difficult but not impossible, necessary, nerve-racking & fun. What fun is life without a little death? It's interesting, when i'm (sic) in my human form, knowing i'm going to die. Everything has a touch of triviality to it."*
Dylan Klebold

SUSPECT PROFILE

- **High body count before satisfied**
 - Normally has intended victims in mind and will search them out
 - Accepts targets of opportunity while searching for intended victims as well as afterwards.
- **Cowardly behavior against helpless, unarmed victims**
- **Focused on creating havoc and revenge**

SUSPECT PROFILE

- **Desire is to kill and wound without concern for his safety or threat of capture**
- **No negotiable issues**
- **Will continue until stopped or dead**
- **Often commits suicide before police can intervene**

JOSEPH FERGUSON ACTIVE SHOOTER INCIDENT

- September 9, 2001
- Suspended security guard
- Kills 5 and wounds 2
 - Includes former girlfriend, 2 other security guards & a supervisor
 - Armed with rifles, handguns, body armor & pipe bombs
- Wanted a final battle with police
- Suicide at the end of the firefight

Pretense for Aggression

- Blames others for their predicament
- Behavioral inadequacies
 - Difficulty coping with losses & failures
- Family problems
- Recent precipitating event(s)
 - Bullied or teased
- Retaliation and revenge
- Hopelessness and/or suicidal

**COMPARATIVE
MATRIX
& 5 PHASES
OF AN ACTIVE
SHOOTER**

INITIAL RESPONDERS

- Timely assessment of the situation
 - Is it really an Active Shooter incident?
- Time is **not** on our side
- Who, What & Where?

INITIAL RESPONDERS

- **Start broadcasting relevant intel**
 - Radio discipline
 - First responders, Team Leaders/supervisors & emergency traffic have priority
- **Officers should be empowered to “self-deploy”**
- **Your actions will influence others**
 - Fellow Officers
 - Civilians

MINDSET

- Are you ready to use lethal force?
- What are the consequences if we fail or fail to act?
- Sometimes in police work we only get one chance to do things right.



OFF-DUTY OFFICERS

- **Situational awareness**
- **Good witness vs. taking action**
- **Are you prepared?**
 - **What if you are with your family?**
- **Weapon & Equipment**
 - **Handgun & magazines**
 - **Police ID & Badge**
 - **Illumination tools**
 - **Cell phone**

OFF-DUTY OFFICERS

- Salt Lake City Utah example
- Trolley Square Mall
- February 12, 2007
- Officer Kenneth Hammond
- Suspect Sulejman Talovic

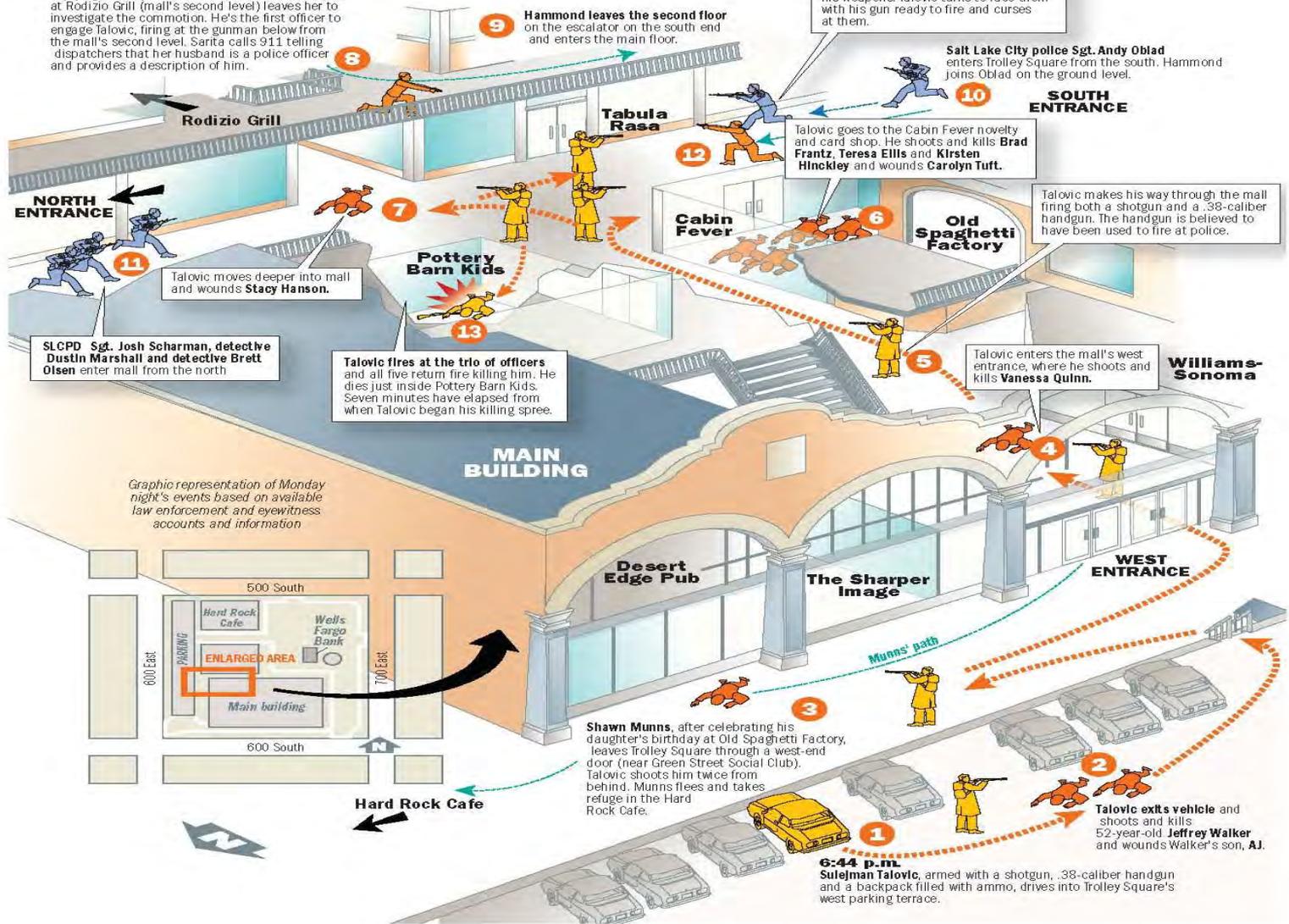


Seven minutes of terror

Off-duty Ogden police officer Ken Hammond, enjoying an early Valentine's dinner with wife Sarita at Rodizio Grill (mall's second level) leaves her to investigate the commotion. He's the first officer to engage Talovic, firing at the gunman below from the mall's second level. Sarita calls 911 telling dispatchers that her husband is a police officer and provides a description of him.

A shootout ensues between Hammond, Oblad and the gunman. The other three officers approach Talovic undetected from behind and order him to surrender his weapons. Talovic turns to face them with his gun ready to fire and curses at them.

Salt Lake City police Sgt. Andy Oblad enters Trolley Square from the south. Hammond joins Oblad on the ground level.



8 Hammond leaves the second floor on the escalator on the south end and enters the main floor.

9 Talovic goes to the Cabin Fever novelty and card shop. He shoots and kills Brad Frantz, Teresa Ellis and Kirsten Hinckley and wounds Carolyn Tuft.

10 Talovic makes his way through the mall firing both a shotgun and a .38-caliber handgun. The handgun is believed to have been used to fire at police.

11 Talovic moves deeper into mall and wounds Stacy Hanson.

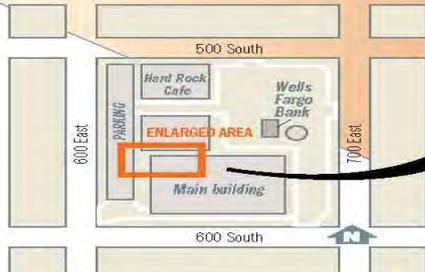
12 SLCPD Sgt. Josh Scharman, detective Dustin Marshall and detective Brett Olsen enter mall from the north.

13 Talovic fires at the trio of officers and all five return fire killing him. He dies just inside Pottery Barn Kids. Seven minutes have elapsed from when Talovic began his killing spree.

Talovic enters the mall's west entrance, where he shoots and kills Vanessa Quinn.

Shawn Munns, after celebrating his daughter's birthday at Old Spaghetti Factory, leaves Trolley Square through a west-end door (near Green Street Social Club). Talovic shoots him twice from behind. Munns flees and takes refuge in the Hard Rock Cafe.

Graphic representation of Monday night's events based on available law enforcement and eyewitness accounts and information



6:44 p.m. Sulejman Talovic, armed with a shotgun, .38-caliber handgun and a backpack filled with ammo, drives into Trolley Square's west parking terrace.

Talovic exits vehicle and shoots and kills 52-year-old Jeffrey Walker and wounds Walker's son, AJ.

ON-DUTY OFFICERS

- **Most likely Patrol Officers**
- **Mindset**
- **Training**
- **Self-Deployment**

ON-DUTY OFFICERS

- **Weapons & Equipment**
 - Rifle/Shotgun & handgun
 - Police ID/Business cards
 - Blood stoppers & gloves
 - Illumination tools
 - Radio/cell phone
 - Immediate response “go bag”
- **Emergency Response Vehicles**

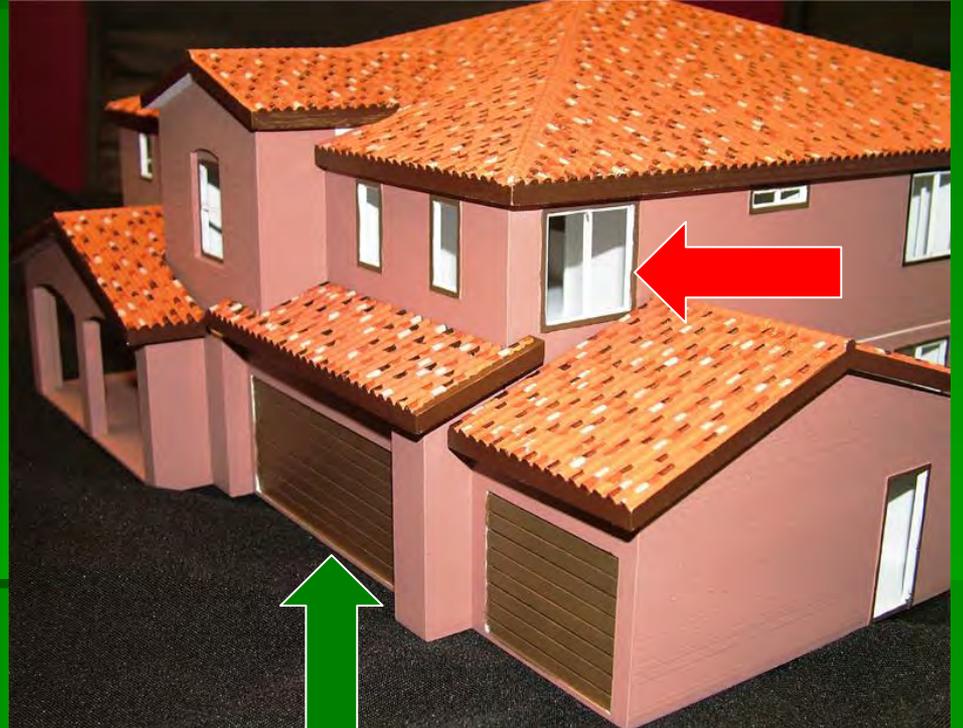
FIRST RESPONSE

- Position patrol unit as cover and possible initial Command Post
- Move to a better vantage point if safe and tactically sound to do so
- Contact fleeing victims



FIRST RESPONSE

- **Collect intel and communicate**
- **Start requesting resources as soon as possible**
- **Use a target site numbering system**
- **Avoid as much as possible bringing responding units into a “kill zone”**



**#1 Side
(Front)**

GENERIC TEAM CONCEPT



GENERIC TEAM CONCEPT

- Agency wide, proactive immediate tactical response plan
- Number of officers for a team
 - 2-4 at least versus one cop taking action

GENERIC TEAM CONCEPT

- **Factors affecting a team's size**
 - **Extended ETA/Lack of availability**
 - **Courageous and capable**
 - **Different formations**
 - **Intel on suspect's location & actions**
 - **Form into "squads" for larger response**



GENERIC TEAM CONCEPT

- **Weapons and Equipment considerations**
 - **Patrol Rifle or Shotgun Slugs**
 - **Handgun & extra magazines**
 - **Ballistic vest, helmet & shield**
 - **Blood stoppers & gloves**
 - **Handcuffs/Flexcuffs**
 - **Spray paint/magic markers**

GENERIC TEAM CONCEPT

- **Weapons and Equipment considerations**
 - **Illumination tools**
 - **Breaching tools**
 - **Police ID/Business cards**
 - **Spray paint/magic markers**

GENERIC TEAM CONCEPTS

- **Team Leaders “own” the air**
- **Communications limited to their broadcasts and emergency traffic only.**
- **First Team Leader decides on initial entry into building. Other teams may use same path to avoid “blue on blue”**

WEAPONS HANDLING

- Never assume about the condition of a weapon, especially yours!

- Laser Rule

- Master Grip



- Be sure of your target, its backstop and beyond

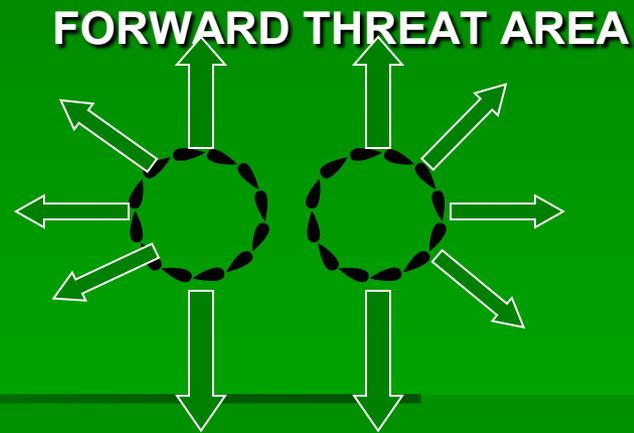
- Retrieve items safely, tactically.

FORMATIONS



FORMATIONS

- Blocking (or “Buddy Team”)



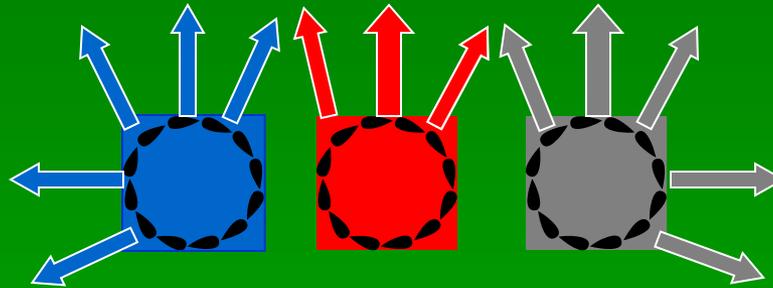
FORMATIONS

- Assignments
 - Team Leader
 - Point Officer
 - Cover Officer (Assistant Team Leader)
 - Rear Guard



FORMATIONS

- 4 Officer "T" Formation



Cover Point Team

Officer Officer Leader



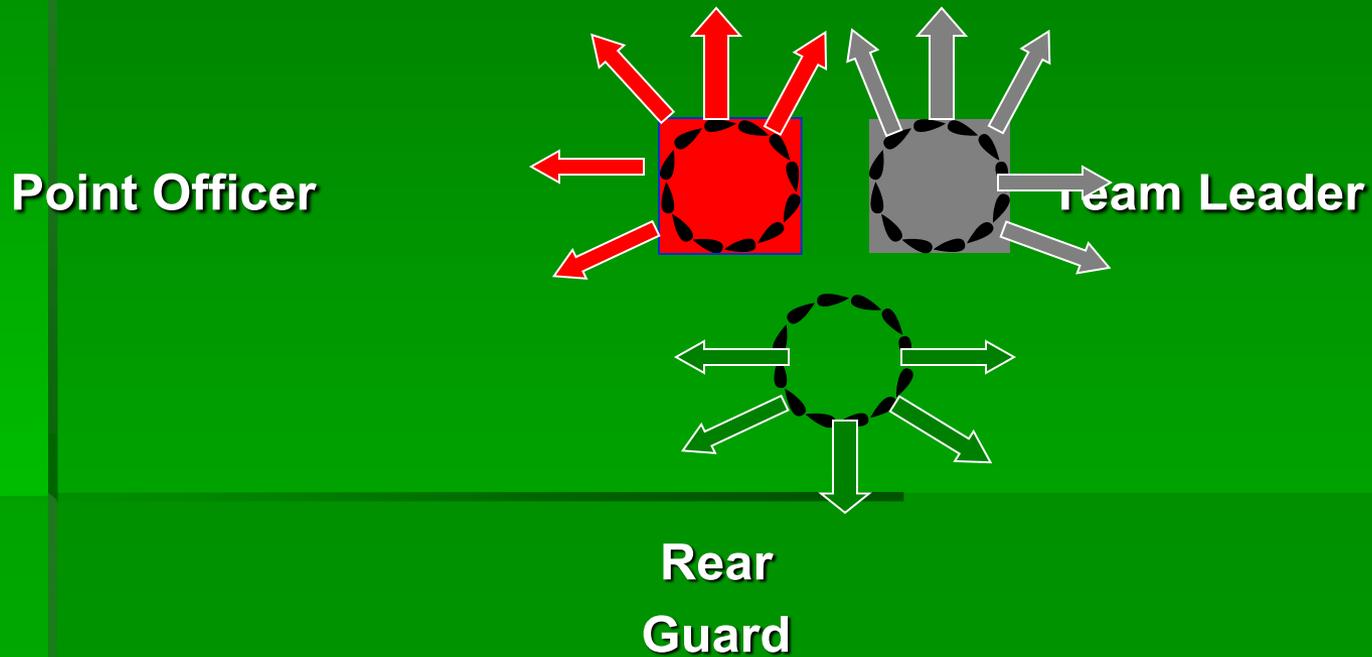
Rear

Guard



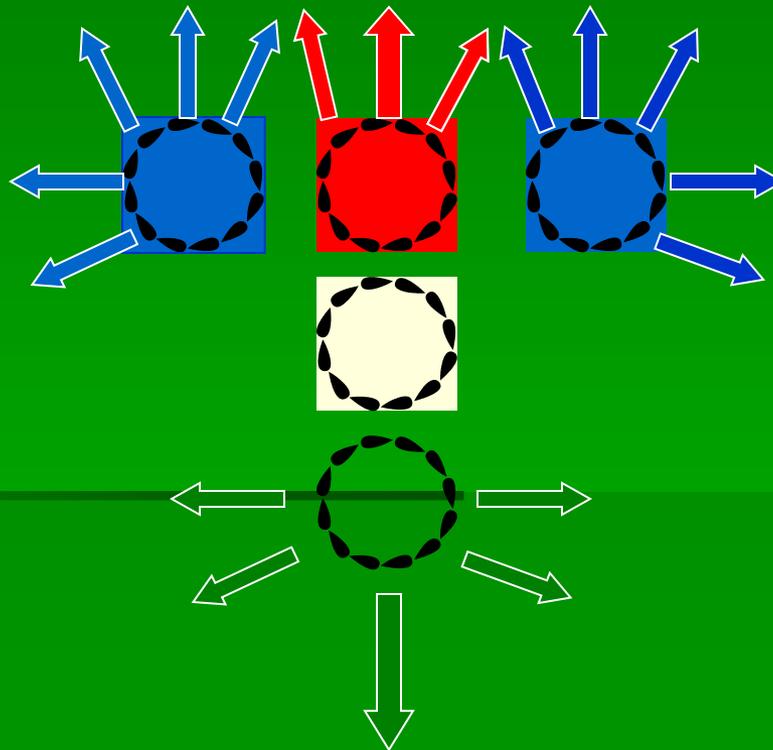
FORMATIONS

- 3 Officer "T" Formation



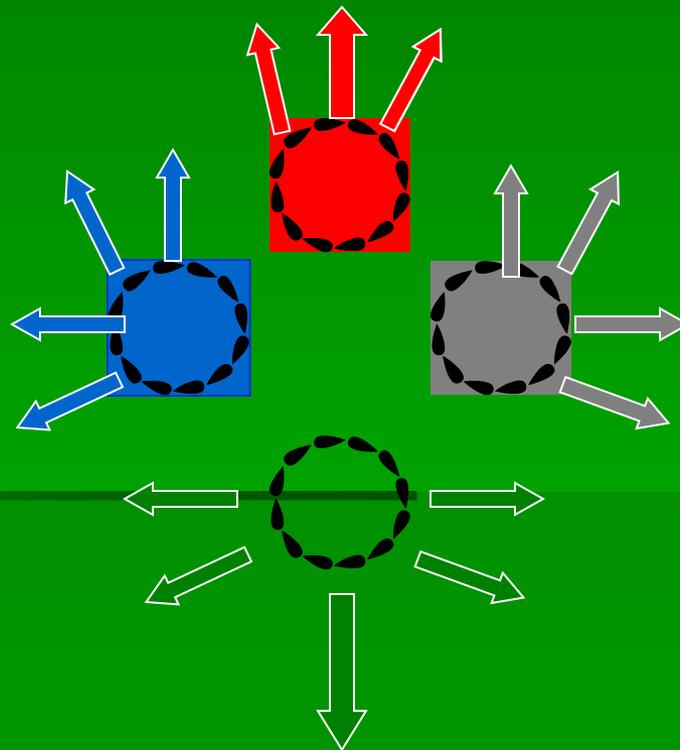
FORMATIONS

- 5 Officer "T" Formation



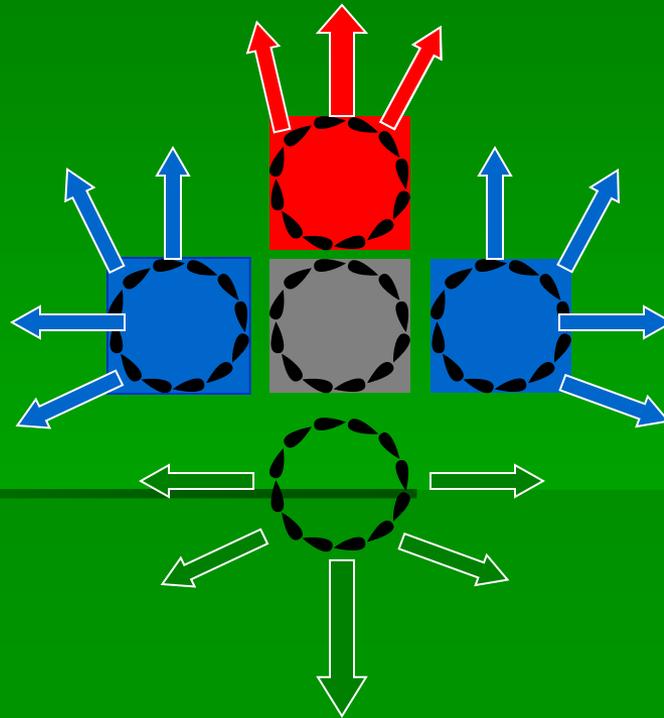
FORMATIONS

- 4 Officer Diamond Formation



FORMATIONS

- 5 Officer Diamond Formation



FORMATIONS

- **Stacked (Single Column)**



Point Officer

Cover Officer

Team Leader

Rear Guard

FORMATIONS

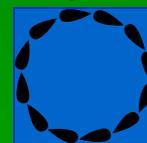
- **DOUBLE STACKED FOR WIDE CORRIDOR OR HALLWAY**

Left Point



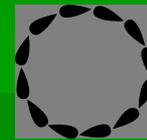
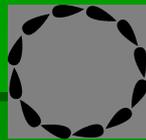
Right Point

Left Cover



Right Cover

T. L.



Asst. T. L.

Rear Guard



Rear Guard

FORMATIONS

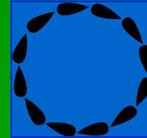
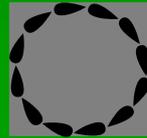
The "Box" Variant

Left Point



Right Point

T. L.



Asst. T. L.

& Rear Guard

PROBLEMS DO YOU SEE?



CONTACT TEAM

- **Mission**
 - Locate suspect as soon as possible
 - Limit/stop further movement
 - End the violence & stop deadly behavior
- **Communicate progress to follow up units**



CONTACT TEAM

- **Provide intel on suspect, victims, IED's, etc.**
- **Continue past WIA/KIA victims**
- **Extra teams as needed**

RESCUE TEAM

- **Mission**
 - Enter location and find any victims
 - Rescue of victims who are gravely wounded and delay could result in their deaths



RESCUE TEAM

- **Mission**
 - Paramedics/medical personnel included?
 - Extract to safe triage area
 - Interior location
 - Exterior location
 - Notify CP and/or medical personnel
 - Extra teams as needed



RESCUE TEAM

- **Encountering victims**
 - **Responsive**
 - **Verbalize**
 - **Ambulatory**
 - **With help or can self evacuate**
 - **Can't self evacuate**
 - **Non-responsive**
 - **Look, listen & feel**
 - **Dead**
 - **Unconscious**

RESCUE TEAM

- Multiple victims will require expansion of the team's size and/or multiple rescue teams
 - Each one saved is one less death
- “Golden Hour” awareness
 - Who can be saved and who is too far gone?
- Switch to contact team responsibilities if necessary

USE OF FORCE



USE OF FORCE

- 4TH Amendment
- Force Defined
- PC 835a
- Objective reasonableness test
- Policy Statement

PRIORITIZATION OF HUMAN LIFE

- Hostages/Active Shooter victims
- Innocent Civilians
- Law Enforcement



PRIORITIZATION OF HUMAN LIFE

- **Suspects**
 - The suspect is responsible for the suspect's life
 - We are committed to observing law and policy in dealing with them—no exceptions.





- **Lethal Force/Policy statement**
- **Use of Deadly Force based on IDOL:**
 - **Immediate Defense of Life**
- **Individual Officers decide on use of force**
- **Does not require approval from higher authority**

USE OF LETHAL FORCE

- We are required to be sure and have proper justification prior to using lethal force
- Only move as fast as you can shoot accurately.
- “Shoot what you know, not what you think.” vs. Jack In The Box surprise factor





SUPPRESSIVE FIRE



- **Definition: Suppressive Fire is a controlled fire technique utilized in response to the lethal force actions by subjects such as an Active Shooter against responders and/or innocent persons.**

SUPPRESSIVE FIRE

- **Does not negate the “Shoot what you know rule.”**
- **Used only under extreme, worst case scenario conditions and only when other options are not viable to stop deadly behavior**
- **Controlled suppressive fire. Not “spray and pray.”**

SUPPRESSIVE FIRE

- **If you don't have a very good reason for using the technique, don't use it.**
- **Officer/civilian rescues or moving to a position of tactical advantage**
- **Should not be even considered if its use will jeopardize civilians and/or other officers**
- **Ammo management is a significant concern**

SUPPRESSIVE FIRE

- **Can keep a suspect from engaging you**
- **Could possibly cause the suspect's suicide, retreat or surrender**
- **Could possibly hit the suspect as he attempts to advance**

SUPPRESSIVE FIRE

- **Could lead to unaccounted rounds downrange**
- **Could hit innocent people including those exiting the same area as the suspect**



SUPERVISORY ISSUES



SUPERVISORY ISSUES

- **First Supervisor on scene choices:**
 - **Stay outside, make decisions and coordinate responding units and assets**
- or
- **Go inside with initial contact teams**

SUPERVISORY ISSUES

- **The reality is that the first supervisor may have to stay outside as initial Incident Commander**
 - **Arrival of additional supervisors will allow modifications/changes of responsibilities**
 - **This is a topic that should be discussed well prior to an actual incident.**

Decision Making

In any moment of decision, the best thing you can do is the right thing, the next best thing you can do is the wrong thing and the worst thing you can do is nothing.

Theodore Roosevelt

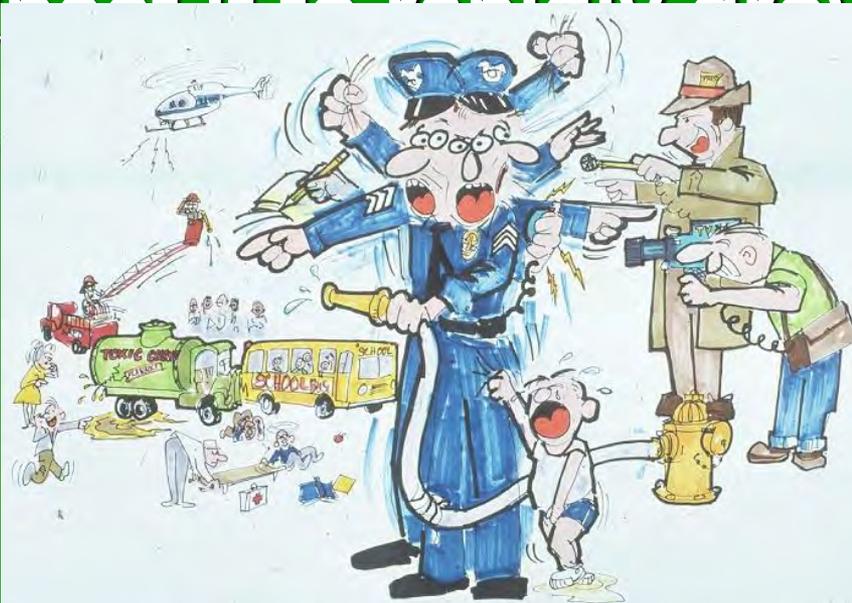


Three Kinds of Decision Makers

- Those that make things happen
- Those that watch (or wait for) things to happen
- Those who wonder “What just happened?”

SUPERVISORY DUTIES

- Direct responding units
- Broadcast intel and requests
- Establish a preliminary CP
- Expect it to rapidly grow in size



SUPERVISORY DUTIES

- **Start delegating responsibilities as soon as possible**
 - **Team leaders**
 - **Team members**
 - **Physically & mentally prepared?**
 - **Perimeters**
 - **Controlled/designated area for victims/evacuees**
 - **Scribe**

SUPERVISORY DUTIES

- **Traffic control**
- **PIO/Information for victims' families**
- **Liaison with school/company executives**
- **Determine/communicate any lockdown procedures**

SUPERVISORY DUTIES

- **Briefing Boards—Officers self-brief**
- **Coordinate resources**
 - **Department assets**
 - **Detectives & other available personnel**
 - **Police Service Dogs**
 - **SWAT**
 - **Mutual Aid response**
 - **Department Supervisor to contact & direct**
 - **Police & non-police assets**

SUPERVISORY DUTIES

- **Determine/communicate lock down procedures currently in effect**
 - **Locked doors?**
 - **Under what conditions will they be opened?**
 - **Communication with occupants**
 - **Signals/Announcements/Codes**
 - **Pre-designated assembly areas**
 - **Accounting for your people**

SUPERVISORY DUTIES

- **Large scale issues**
 - **Build a Command Team structure—NIMS/ICS**
 - **Student/employee count & coordination**
 - **Fire Department & Ambulance**
 - **Paramedics & triage area**
 - **Fire fighting & Parallel CP**

SUPERVISORY DUTIES

- **Large scale issues (cont.)**
 - **Bigger Command Post**
 - **Mutual Aid Department issues**
 - **Transportation**
 - **Public Works and other non-police resources**
 - **Relinquish command. Find another job.**

SUPERVISORY LEADERSHIP

The best type of leader is the one who has sense enough to pick good people to do what needs to be done, trains them to that end and has enough self-confidence and self-control to keep from interfering while they carry out their mission.

ENTRY TACTICS AND CONCERNS

- Exterior doors
 - Obvious entry points could be the most dangerous
 - Consider using “Bounding Overwatch” technique rather than all moving up together
 - Alternate breach points identified and used if possible

ENTRY TACTICS AND CONCERNS

- Exterior windows
 - Potential danger areas
 - “Spread out” vs. team packed together approach
 - Can also be tactically beneficial
 - Break & rake, gun porting, limited penetration
 - Entry and evacuation points

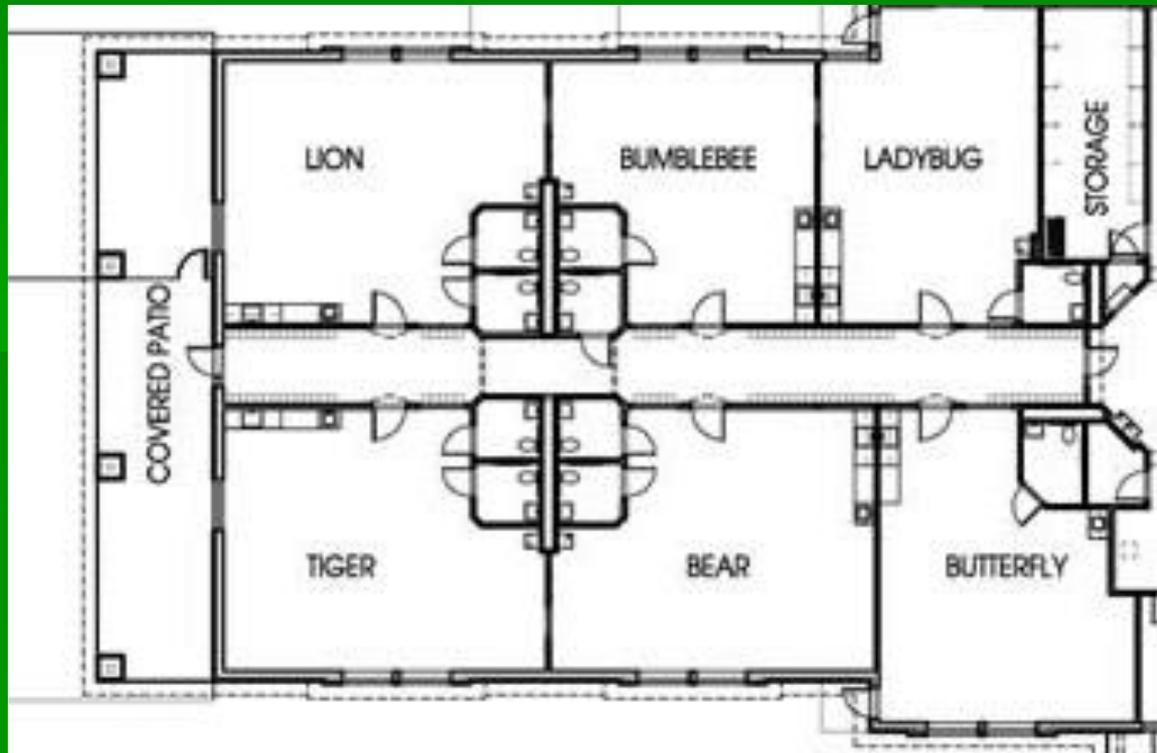


ENTRY TACTICS AND CONCERNS

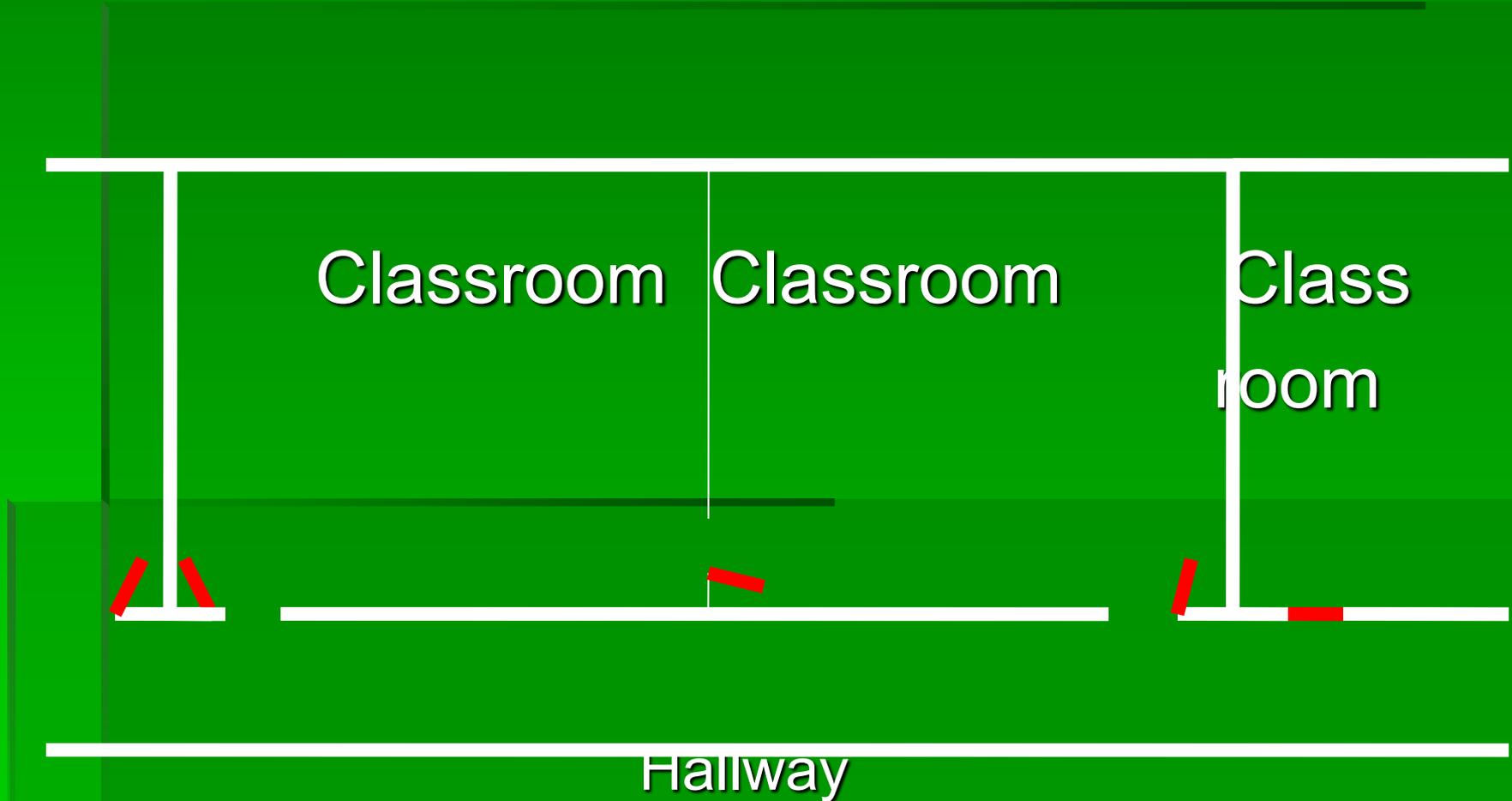
- Interior doors
 - May have to move past unsecured areas to locate the suspect
 - “Read” the door & room beyond before opening
 - Don’t immediately enter after opening

ENTRY TACTICS AND CONCERNS

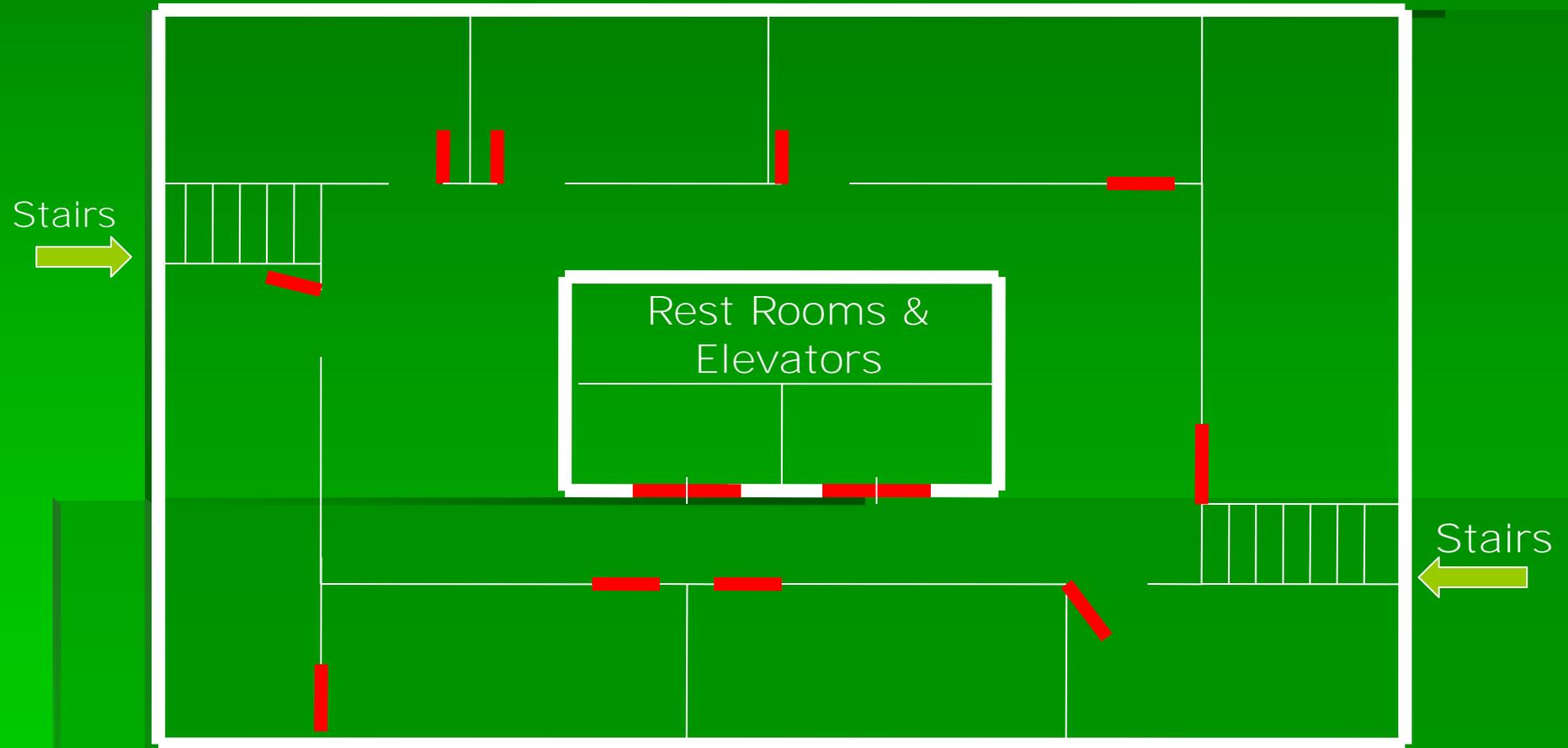
- Open vs. closed doors
- Opposing doors



Interconnecting Rooms



“Wrap Around” Floor Plans



ENTRY TACTICS AND CONCERNS

- **Additional terrain features**
 - **Hallways**
 - **“T” Intersections**

- **Additional terrain features**

- **Stairs**
- **Elevators**
- **Cubicles**
- **Lecture halls/auditoriums**
- **Dormitories**



ENTRY TACTICS AND CONCERNS

- **Upon entry**
 - **Sensory overload**
 - **Dead, dying and wounded victims**
 - **Noise: Screams, gunfire, explosions, PA announcements, officers' commands and attempts to communicate**
 - **Confusion (fog of war): Conflicting information on suspect's location, victims wounded, non-responsive, refusing to come out of hiding**
 - **Sprinklers and fire/smoke alarms**



BASIC ENTRY OPTIONS

- Blocking & Bounding Overwatch
- Slicing the Pie
- Hard corner checks
- Pre-entry concerns
- Modified entry
- Cris Cross entry



BLOCKING

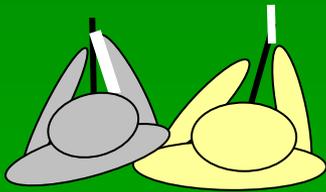
- **MAY ALSO BE REFERRED TO AS “BUDDY TEAMS”**
- **OFFICERS MOVE SHOULDER TO SHOULDER**
- **BLOCKING MAY BE USED IN COMBINATION WITH OTHER TECHNIQUES SUCH AS SLICING THE PIE**

BLOCKING

- **PROVIDES FOR BETTER OFFICER SAFETY**
- **EASIER COMMUNICATION & COORDINATION**
- **MOVING THROUGH ROOMS & HALLS; GOING UP STAIRS**

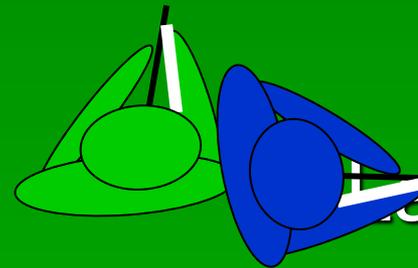
BLOCKING

Forward
Threat Area



Blocking used to
move down halls
support

Forward
Threat Area



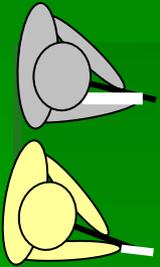
Lateral
Threat

Blocking used at a
doorway for mutual

BOUNDING OVERWATCH

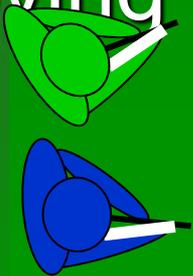
A movement technique used to coordinate the forward progress of different teams, identify & use cover and guard against possible threats. To initiate, one team calls “Moving”. When a second team responds with “Covering” that signals the first to begin movement to the next position of cover. Teams can “leap frog” forward (or to the rear) with this technique while protecting each other.

BOUNDING OVERWATCH

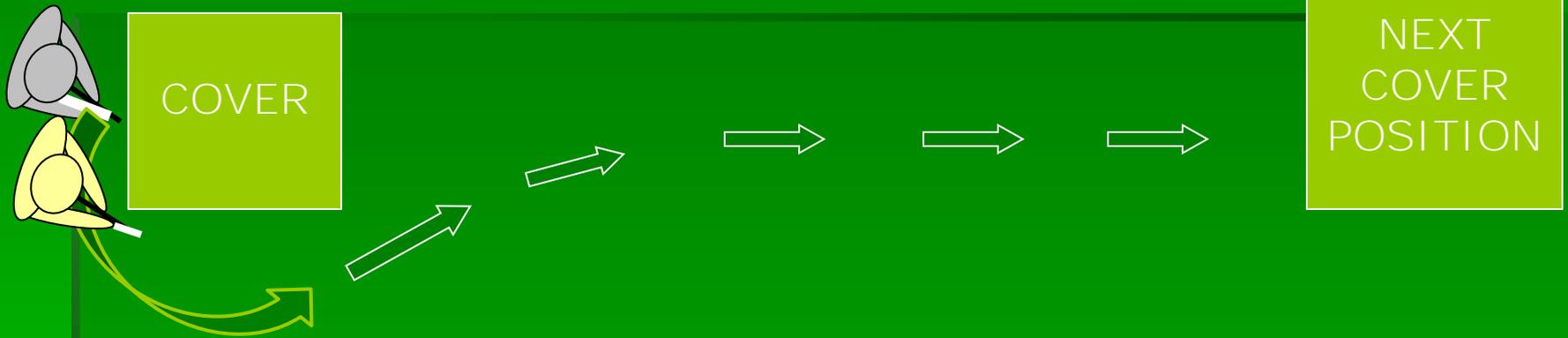


“Covering”

“Moving”



BOUNDING OVERWATCH



“Moving”

“Covering”

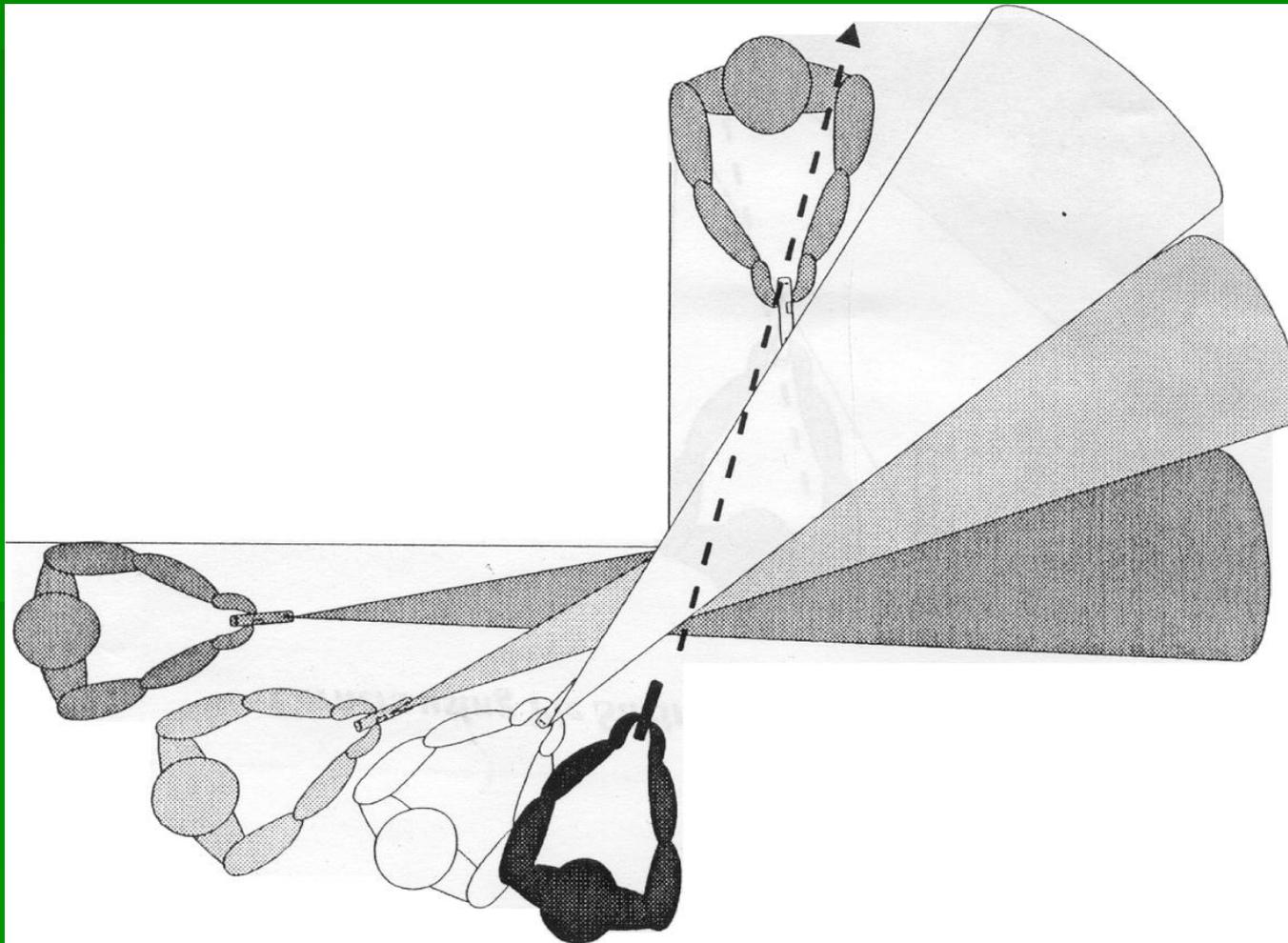




SLICING THE PIE

A technique used to visually search and clear an area from an exterior point of advantage using angles, cover, and slow lateral movements to enhance officer safety. By using this technique, officers may be able to visually clear up to 85% of a room before making entry. The “Hard Corners” and geographic threats still need to be checked.

SLICING THE PIE

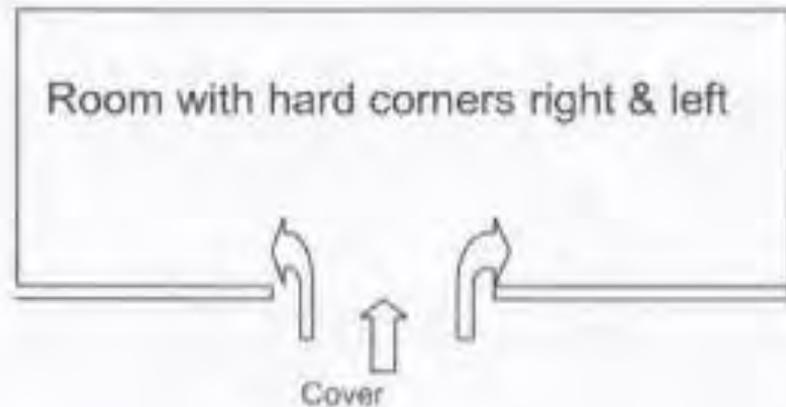
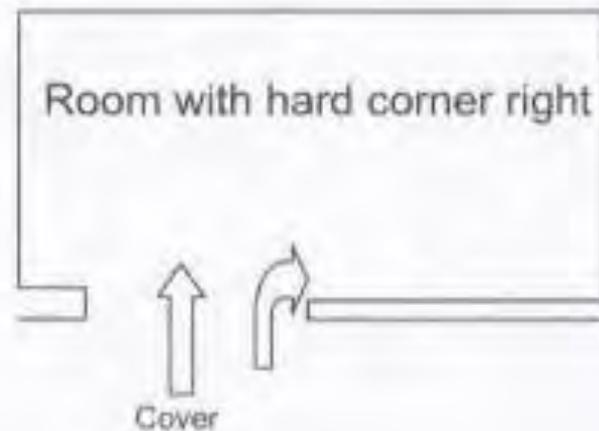


HARD CORNER CHECKS

A technique used to gain a rapid evaluation of an area to be searched or cleared while minimizing officer exposure to possible threats. This may be accomplished at windows as well as doors.

HARD CORNER CHECKS

- Single Officer
- Two Officer
- Cover Officer



PRE-ENTRY CONCERNS

- **“READ” THE DOOR**
 - **Hinges**
 - **Locking devices & condition**
 - **Automatic return & Door stops**
- **DOOR OPENS IN OR OUT?**
- **LIGHT SWITCH ON KNOB SIDE**

PRE-ENTRY CONCERNS

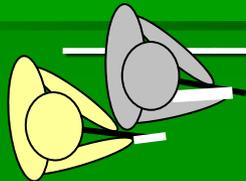
- **OPEN vs. CLOSED DOORS**
 - **OPEN MAY BE THE GREATER THREAT**
- **COMMUNICATE WITH YOUR PARTNER**
- **SECOND OFFICER USUALLY INITIATES ENTRY INTO AN AREA WITH HIS/HER PARTNER**

TWO ROOM ENTRY TECHNIQUES

- **MODIFIED ENTRY**
- **CRIS-CROSS ENTRY**

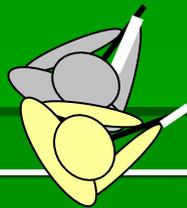
MODIFIED ENTRY

**WITH THE ENTRY ELEMENT STACKED
(ON THE SAME SIDE OF THE DOOR),
#2 (TAN) INITIATES THE MOVE AND
MOVES IN COORDINATION WITH AND
CLOSE TO #1 (GRAY).**



MODIFIED ENTRY

**#1 SCANS THE ROOM AS HE/SHE
BUTTON HOOKS INTO THE
DOORWAY.**



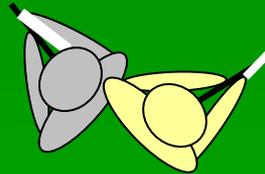
MODIFIED ENTRY

#2 HAS RESPONSIBILITY FOR THE OPPOSITE HARD CORNER FROM #1.



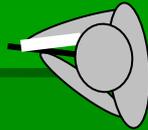
MODIFIED ENTRY

**AS #1 CONTINUES TO BUTTON-HOOK,
#2 HAS TO BE CLOSE ENOUGH TO
COVER THE HARD CORNER #1 IS
EXPOSED TO.**



MODIFIED ENTRY

**HARD CORNERS SHOULD BE COVERED
SIMULTANEOUSLY BUT DO NOT
FORGET THE REST OF THE ROOM.**



MODIFIED ENTRY

DO NOT MOVE TOO DEEP INTO THE ROOM. INSTEAD USE A LIMITED PENETRATION CONFIGURATION.



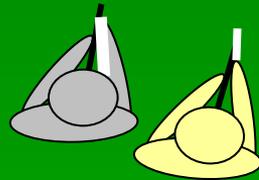
MODIFIED ENTRY

**SCAN IN AN ARC THAT OVERLAPS YOU
PARTNER'S FIELD OF VIEW.**

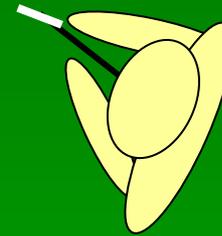
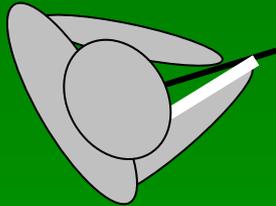


MODIFIED ENTRY

**AFTER YOUR SCAN, CONSIDER
USING THE SEARCHING/COVERING
OFFICERS TECHNIQUE IN CLEARING
THE ROOM.**

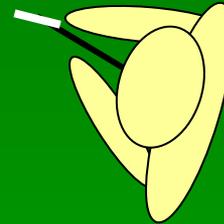
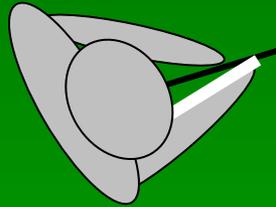


CRISS-CROSS



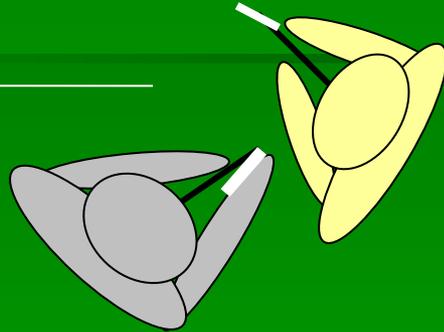
WITH ENTRY ELEMENT STAGED ON BOTH SIDES OF THE DOOR, #1 & #2 ASSIGNMENTS ARE DETERMINED BY READING THE DOOR. #1 (TAN) IS TYPICALLY THE OFFICER WITH THE BEST INITIAL VIEW INTO THE ROOM

CRISS-CROSS



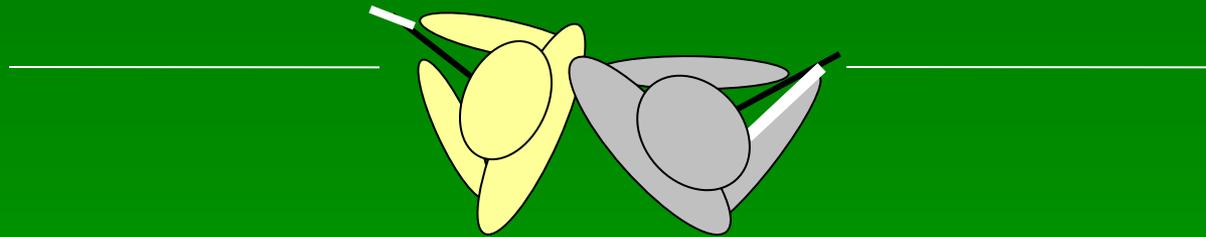
**#1 & #2 BRING THEIR HANDGUNS TO
CLOSE QUARTER HOLD OR LONG
GUNS "SHORT STOCKED". #1 & 2
MOVE UP TO THE DOOR. "CHECK 6"
AWARENESS IS MAINTAINED.**

CRISS-CROSS



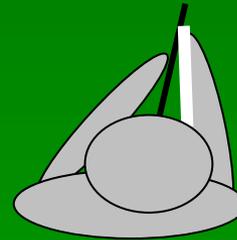
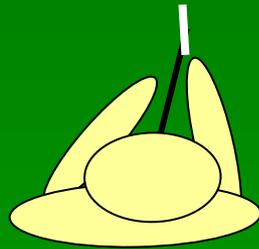
#2 (GRAY) INITIATES #1 VERBALLY OR BY SIGNALING. AS #1 & #2 BEGIN TO MOVE IN, THEY ARE LOOKING FOR THREATS INCLUDING CHECKING THE HARD CORNERS. #2 BRIEFLY DEPRESSES THE MUZZLE FOR ONLY AS LONG AS IT TAKES #1 TO CLEAR

CRISS-CROSS



AS #1 CLEARS FROM #2's PATH, THE LATTER BRINGS THE WEAPON BACK UP. BOTH ARE LOOKING FOR POSSIBLE THREATS INCLUDING CHECKING THE HARD CORNERS

CRISS-CROSS



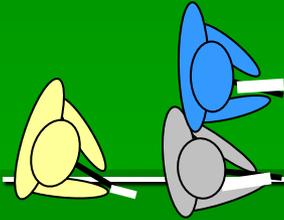
**BOTH OFFICERS CARRY OUT A
“LIMITED PENETRATION” INTO THE
ROOM RATHER THAN ADVANCING
TOO FAR. THIS IS DONE TO ALLOW
INTERLOCKING FIELDS OF VISION
AND FIRE. THEY THEN
COMMUNICATE AND CARRY OUT ANY
NECESSARY TASKS**

INCORPORATING BLOCKING INTO ENTRY TECHNIQUES



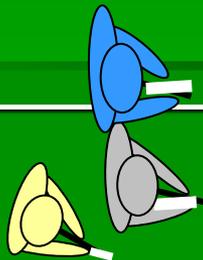
THREE OFFICER FORMATION WITH #2 BLOCKING

THE NAME REFERS TO THE SECOND
OPERATOR (BLUE) IN THE
MOVEMENT ACTING AS THE
BLOCKER.



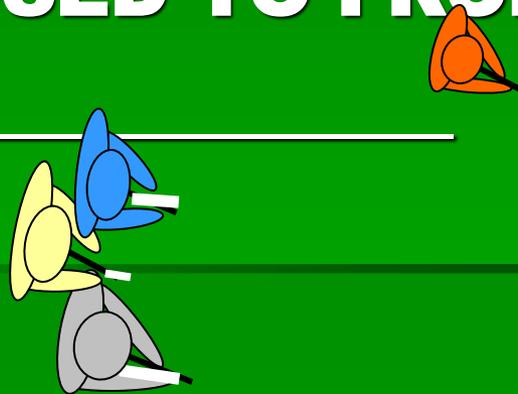
#2 BLOCKING

#3 (TAN), WHO WILL BECOME THE SECOND OPERATOR INTO THE ROOM INITIATES. #2 (BLUE) MOVES UP TO #1's (GRAY) SHOULDER TO PROVIDE "LONG COVER" DOWN THE HALL.



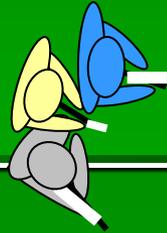
#2 BLOCKING

**AS #1 MOVES TOWARDS DOORWAY,
#2 HAS TO ADJUST TO COVER THE
POTENTIAL THREATS #1 MAY BE
EXPOSED TO FROM THE ROOM.**



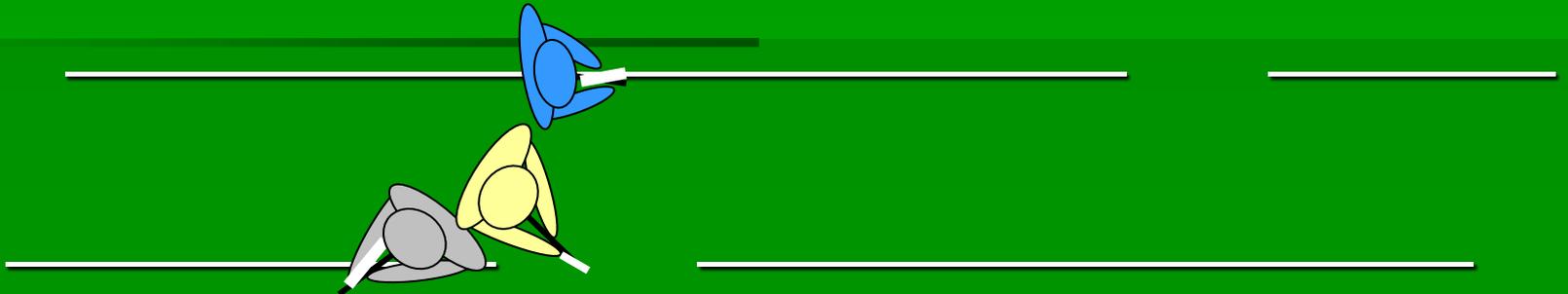
#2 BLOCKING

**#1 PIVOTS TO SCAN THE ROOM/AREA
USING A MODIFIED ENTRY
TECHNIQUE WHILE #2 CONTINUES
TO ADJUST.**



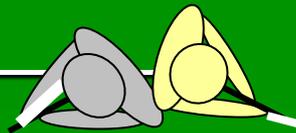
#2 BLOCKING

IF #2 IS PROVIDING A PROPER BLOCK, #1'S FOCUS IS ON THE ROOM ENTRY, NOT THE HALL. #1 IS ESSENTIALLY ALSO BLOCKING THE HARD CORNER FOR #2.



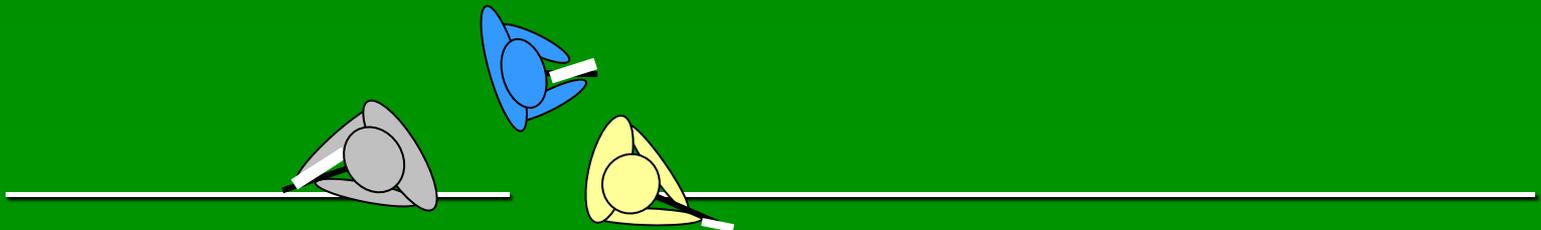
#2 BLOCKING

#2 MOVES BACK TO THE FAR SIDE OF THE DOOR AS #1 AND #3 CONDUCT A MODIFIED ENTRY.



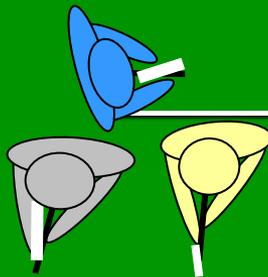
#2 BLOCKING

AS #1 AND #3 ENTER THE ROOM AREA, #2 SLOWLY BACKS INTO THE DOORWAY MAINTAINING VISUAL CONTROL DOWN THE HALL.



#2 BLOCKING

EITHER FROM INSIDE OR AT THE DOOR, THE #2 OFFICER MAINTAINS LONG COVER WHILE #1 AND #3 COMPLETE A SEARCH OF THE ROOM.



CONTACTING VICTIMS/WITNESSES

- **Check for injuries**
 - **Expect victims to cling to you**
 - **Quickly gather intel and communicate**
 - **Suspect info including last known location**
 - **Additional victims' locations**
-

CONTACTING VICTIMS/WITNESSES

- **Give clear instructions**
 - **Stay in place**
 - **Go to nearest safe/secured exit**
 - **Go to other teams or “stronghold” location**
 - **Hands up and empty**
 - **Announce as they go**

CONTACT WITH THE SUSPECT

- Lead officer has priority of shot



CONTACT WITH THE SUSPECT

- Contact & Cover officers
- One + one rule
- Dead or Alive?
- If clearly dead: Crime scene



CONTACT WITH THE SUSPECT

- If “playing possum” don’t approach.
 - Use objects to provoke a response
 - Suspect may have one last IED
- If alive: “Police Don’t move!”
- Control his movements & be prepared to use lethal force



CONTACT WITH THE SUSPECT

- **Entering the suspect's location**
- **Positions of strength: Ours vs. his**
- **Suspect may be very young**
- **Make suspect come to us if possible**
- **One officer gives instructions**

CONTACT WITH THE SUSPECT

- How do you want the suspect to move?
 - Standing/walking
 - Crawling on all fours
 - Crawling on his stomach
 - Facing or turned away?

- High risk car stop analogy

CONTACT WITH THE SUSPECT

- Arrest team
 - Cuff & Cover concept
 - Search for weapons
 - Interrogate
 - If suspect is wounded, glove up first when possible



CONTACT WITH THE SUSPECT

- Location still has to be searched
 - Additional suspects and/or victims
 - Preservation of evidence
 - Crime scene aspects



CONTACT WITH THE SUSPECT

- **Contact with the suspect is lost after initially locating him**
 - **Committed suicide?**
 - **Barricaded**
 - **Escaped**
 - **With or without victims?**
 - **Short period of time or extended?**
 - **Disappears and can't be located: Contact Teams go back to work**

CONTACT WITH THE SUSPECT

- **Suspect barricades**
- **Static situation**
- **Suspect's options**
 - **Kill himself and/or others**
 - **Attempt to flee**
 - **Stays barricaded with/without hostages**

CONTACT WITH THE SUSPECT

- Officers have to evaluate the situation and act appropriately
- Best course of action: SWAT



BEFORE EXITING

- Don't rush to get yourself shot.
- Communication is mandatory
 - Verbal: "Miller coming out!"
 - Visual: Lead with non-gun hand out the door first.
 - Confirmation: Look before exiting and then step out when safe
- Preparation: Be ready
- Officer out first, then victims, etc.

EXPLOSIVES/IED's

- **Identify and mark for follow on units**
- **Visually inspect, if possible from a safe position**
- **Look for triggers—trip wires, burning fuses, timers, etc.**
- **Consider routes around/away from**
- **Move past the device quickly**

**TED S. DO NOT TOUCH OR
move**

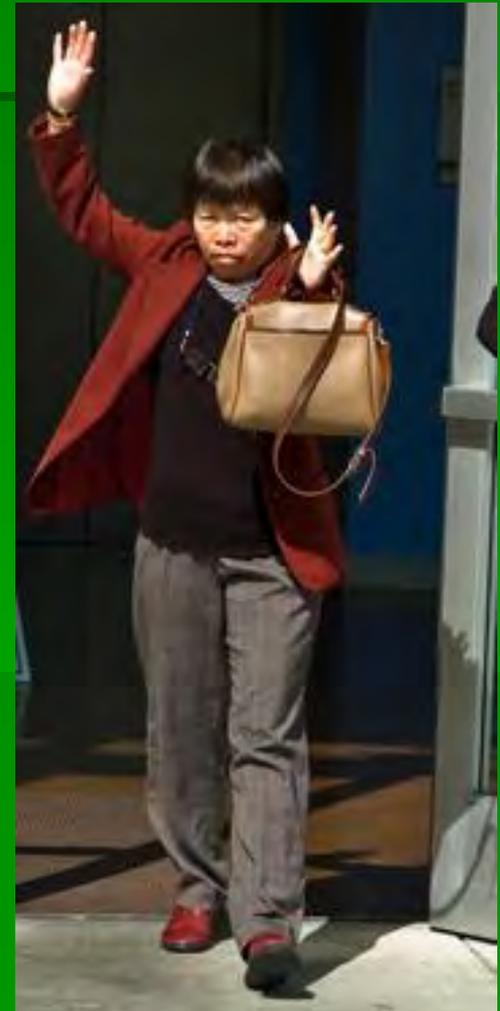


EVACUATIONS

- Capitalize on existing designated evacuation plans
- Getting cooperation may be difficult
- Where will they go?
 - Stronghold close by
 - Interior location
 - Exterior location

EVACUATIONS

- Announce presence of officers & victims prior to exiting
- Communicate to exterior units
- Who will direct victims?
 - Interconnecting link
 - Escorted or unescorted?
 - Management guidance or officers?



EVACUATIONS

- Exterior collection point
 - Guarded route if possible
 - Officers posted to control access and provide security
- Transportation from collection point to designated pick up locations



SWAT RESPONSE

- **Requested ASAP after identifying the incident as a true Active Shooter**
- **Initial mission may be to take over the containment/isolation from patrol**
- **SWAT may still use the Contact/Rescue Team concepts with or without patrol participation**

SWAT RESPONSE

- First responders may at least partially relinquish responsibilities to SWAT
- Act in support of the mission
 - “Pathfinder” role
 - Source of intel
 - Assist with containment, rescue, etc.
- Establishment of perimeters
- Sniper/observer teams deployed

COMMAND & CONTROL

- Issues will be huge, possibly overwhelming & chaotic
 - “Any problem can be solved if it is broken down into its smallest parts.” Henry Ford
- Delegate responsibilities ASAP
- Coordinate responding assets

COMMAND & CONTROL

- **Establishment of Command Team structure**
- **Dissemination of intelligence**
- **NIMS/ICS system implemented**

COMMAND & CONTROL

- **METL: Mission Essential Tasks List**
- **Bigger CP with room to grow**
 - **Briefing/self-brief for additional officers**
 - **Staging areas for troops & vehicles**
 - **Media area**
 - **Logistics**
 - **Intelligence**
 - **Investigative**

MUTUAL AID ISSUES IN BRIEF

- **Pre-existing mutual aid agreements**
- **Contact/Rescue Teams**
 - **Mixed teams**
 - **Dedicated agency teams**
- **Common radio frequencies and other means of communication**
- **Who will be in command at the various levels?**

POST INCIDENT ISSUES

- Crime Scene aspects
- Investigative aspects
 - Federal, state & municipal agencies
- Don't rush to declare the incident over
- Honest debriefs at all levels
- Psychological care for involved officers as appropriate