

ADMINISTRATIVE SERVICES COMPREHENSIVE PROGRAM PLANNING AND REVIEW (CPPR)

This Comprehensive Program Plan and Review document is only to be completed by programs in the following areas scheduled for the year, according to the institutional comprehensive planning cycle (i.e. every five years):

- 1) The President's Cluster including Human Resources, Institutional Advancement and the District Centers; and
- 2) The Administrative Services Cluster including Bookstore, Computer Services, Fiscal Services, General Services, Maintenance and Operations, Facilities, and Public Safety.

Program: Public Safety Planning Year: 2013-2014 Last Year CPPR Completed: 2007-2008

Unit: Public Safety Cluster: Administrative

NARRATIVE: Administrative Services CPPR

I. GENERAL INFORMATION AND PROGRAM OUTCOMES

- A. General Description about the Program
 1. Program (department) mission statement (who are we and who we serve)
 2. Brief summary of program history
 3. Current status of service including changes and improvements since last program review
 4. Reference to relevant statutory authority/program regulation and related compliance issues
 5. Description of primary relationships, internal and external to the district
- B. Program Objectives: Measurable statements about what this program will accomplish in support of its mission and in support of the institutional goals and objectives.
- C. Program Outcomes: List the program outcomes established for your program.

Mission Statement

The role of the Cuesta College Public Safety Department is to provide a safe environment for faculty, staff, and students: through education, safety services, and enforcement activities centered on safety.

The Public Safety Department was established in November, 1996. It has operated as a fully accredited police department granting the police officers full law enforcement powers and abilities.

The Department primarily operates Monday-Saturday, and officers are on our two larger campuses when ever regularly scheduled classes are in session. The hours are

generally 6:30AM to 11:00PM. Both days and hours can vary depending on what regular and special events are being staged.

The Cuesta Police Departments consists of the following personnel:

- Director/Chief of Police
- Sergeant
- Police Officers (4)
- Dispatcher
- Night Dispatcher
- Secretary III
- Account Clerk
- Telecommunications Operator
- Public Safety Officers (2)
- Short Term Temporary/Student Workers (5)

Cuesta College police officers handle the day-to-day activities, crimes, traffic accidents, and calls for service. More serious occurrences, however, requiring a major follow-up investigation or a particular area of expertise (murder, a traffic collision resulting in death) would be handled by the San Luis Obispo County Sheriff's Department and by the California Highway Patrol, respectively (we have existing written agreements with both agencies).

Public Safety last completed a CPPR in 2007. The size of the Department has not increased since then, and if the number of student workers is counted the number of personnel working in Public Safety has actually decreased. During the past year we did pick up Telecommunications which came to us with one telecommunications operator. The duties of the Department have also remained relatively the same except for the additional number of hours and events we are expected to be on duty. We have also added a police officer presence at our North County Campus. The Department's current budget is slightly less than \$600,000.

Public Safety internally operates 8 major programs. These programs include:

- Patrol
- Administration
- Parking
- Emergency Medical Response
- Safety Services
- Police Department Services
- Dispatch and Records
- Telecommunications

Patrol duties include parking and traffic enforcement, routine patrols, safety checks, parking enforcement and building and grounds check. Patrol officers also performs duties as directed and /or requested by Cuesta College administration.

Administration is responsible for policies and procedures, training, scheduling, budget, business operations, client interactions and parking program administration. Administration also oversees sale of parking permits, collection of fines, Live-Scan fingerprinting and miscellaneous services.

Parking is based on the concepts of self-sufficiency and user-pay. The users pay for the program and safety related needs. The parking program is currently enforced by part-time student workers and police officers.

The Emergency Medical Response program is back after years of being dormant. One of our officers recently completed training as an emergency medical technician. The officer will be reassigned to working a 10-hour shift, Monday through Thursday so that he is present on the San Luis Obispo campus when a majority of our medical assist calls will be fielded. More serious injuries will be handled by surrounding emergency responders.

Safety Services is responsible for district-wide emergency planning and training to include standard emergency training with surrounding city and county services. We also work with the Diablo Canyon Nuclear Power Plant response plans and hazardous materials responses. Our relationship with the San Luis Obispo County Office of Emergency Services involves planning and training for chemical spills, explosives and other emergency and risk management services.

Departmental Services include key control and assignments, lost and found property safe keeping, motorist services, building locks and unlocks, student and staff escorts, and registers sex offenders lawfully on campus.

Dispatch and Records Services answers emergency and non-emergency phone calls to the station, coordinates radio communications and maintains and operates our Computer Aided Dispatch system. DRS is also responsible for processing and maintaining all records, both criminal and non-criminal. After hours, they also assist with counter functions and walk-in services.

Telecommunications is responsible for answering incoming calls at the main switchboard. The telecommunications operator also assists staff, faculty and students in making outside calls, and provides basic information about available programs and services at Cuesta College.

Public Safety maintains a close relationship internally with the various departments at Cuesta College. Most of the communication occurring between Public Safety and Cuesta College faculty and staff are made by phone call. If assistance or information is needed we will provide whatever services are needed if we are able to do so.

Externally, Public Safety maintains a close relationship with the various law enforcement agencies in San Luis Obispo. This is especially true with regards to the San Luis Obispo

County Sheriff's Department (after Public Safety, first responder to the San Luis Obispo campus), the Paso Robles Police Department (first responder to the North County Campus, and the Arroyo Grande Police Department (first responder to the South County Campus). Public Safety also maintains close relationships with the San Luis Obispo County Office of Emergency Services and the Diablo Canyon Nuclear Power Plant. We also maintain relationships with community groups such as Crime Stoppers and FootPrinters.

II. PROGRAM SUPPORT OF INSTITUTIONAL GOALS AND OBJECTIVES

- Identify how your program addresses or helps the district to achieve its institutional goals, objectives, and/or operational planning initiatives. Please refer back to the Planning Documents section of this document.

Public Safety addresses and helps the district to achieve its institutional goals, objectives and operational planning initiatives by providing a safe atmosphere on all three of our campuses, thus allowing the students to concentrate on their school activities without any outside fears. This feeling of security extends to all three inner campuses, all of the associated auxiliary locations, all parking areas, any where Cuesta College related activities occur.

Cuesta College's institutional goals guide our planning and actions, and our narrower, more refined goals are outlined in our assigned Administrative Services Outcome Assessment. Public Safety is fully aware of issues that arise, via our daily contacts with staff, faculty, and students, and quickly move to address them before they become bigger issues.

In the furtherance of assisting students be successful at Cuesta College, Public Safety provided \$80,000 in funding for the public busses that provide transportation from surrounding San Luis Obispo cities for students of Cuesta College. In many cases, these busses provide the only available source of transportation for students. Public Safety also purchased and installed new bicycle racks at various locations on the San Luis Obispo Campus and we plan on installing new bike racks on the North County Campus. These are two more examples of providing a student friendly atmosphere thereby assisting the student to be successful.

III. PROGRAM DATA ANALYSIS, ASSESSMENT AND IMPROVEMENTS

- A. Data Summary – Relevant Comments and Analysis
 - May include program data that demonstrates the level and kind of effort or volume produced in the previous year.
 - May include other pertinent information. Give interpretations of Data and Identify Areas for Change to Facilitate Program Quality and Growth
- B. Summarize Assessment Results for Program Outcomes

- C. Describe improvement efforts that have resulted from SLO assessment
- D. Recommend additional improvements to the program based on assessment of outcomes and progress towards institutional goals and objectives
- E. Recommend changes and updates to program funding based on assessment of program outcomes
 - For elements that require funding, complete Section D – Unit Plan.

Public Safety, like many other university/college based law enforcement organizations relies on the nationally published Clery Report (which publishes crime related statistics) to gauge and/or compare the number of reported crime occurrences on our campuses. The latest Clery Report compiles and compares crime statistics for calendar years, 2009-2011 and provides a solid basis for reviewing what has occurred as well as in what direction future planning needs to be directed.

Cuesta College continues to be one of the safest campuses not only in California, but in the nation. This information is based on studies conducted by www.stateuniversity.com wherein Cuesta College was ranked as the safest college campus in California, 5th safest college in the nation in 2010. In 2011, Cuesta College was ranked the 2nd safest college in California and, 7th safest in the nation. These rankings at least lend credence to the idea that Public Safety is proving to be successful with regards to fulfilling our mission of providing a safe haven for our students, staff, and faculty.

Public Safety also relies on our own statistical analysis to oversee, and in some cases, modify the direction of our individual programs. As an example, our parking program was more profitable last year than in the previous year even though there were fewer students attending classes at Cuesta College during the same time period. We continually adjusted enforcement efforts (it should also be mentioned that in the prior year we had sought and obtained a fee increase) on our continuous analysis of the program. As previously mentioned, Public Safety was able to provide \$80,000, derived from the parking program, to help fund the public bus system that provides transportation for Cuesta College students.

Public Safety has instituted changes to several of our programs so as to allow us to continue our efforts towards providing for a safe learning atmosphere, without requiring an increase in our budget allocations, even in the face of expanded expectations. Review of our programs is a continuous process but affords us the opportunity to assess our outcomes in timely manner.

IV. PROGRAM OUTCOMES, ASSESSMENTS AND IMPROVEMENTS: NARRATIVE

- A. Summarize assessment results for program outcomes.
- B. Describe improvement efforts that have resulted from SLO assessment.
- C. Recommend additional improvements to the program based on assessment of outcomes and progress towards institutional goals and objectives.
- D. Recommend changes and updates to program funding based on assessment of program outcomes.
 - For elements that require funding, complete Section D – Unit Plan Funding Requests.
 - For faculty hiring needs, see Section H – Faculty Prioritization Process.

As stated earlier, Public Safety oversees 9 main internal programs. For the purposes of this review, we would like to concentrate on those programs that are most directly tied to Cuesta College's institutional goals as they relate to Public Safety's Administrative Services Outcome Assessments (ASO's), since the ASO's serve as more narrowly defined guidelines, or as a means to an end. Although all of our programs are to some degree involved in some aspect of our accomplishing are mandated goals, the programs most involved in fulfilling these goals are Patrol Services, Parking Services, and Administrative Services.

Paraphrased, Public Safety's ASO's are:

- To provide a safe location for our students, staff, and faculty
- To provide safety training in a timely manner
- To maintain a safe parking program

Public Safety continuously assesses our efforts in all of our programs, but especially with regards to the safety of our campuses and the safety and efficiency of our parking program, one of only two revenue generating programs on campus. We generally provide safety training or modify our training regimen based on any new threats occurring on campus or in the surrounding areas. With emphasis on "timely," our response is always immediate. Public Safety Administrative determines where and how our resources can best be utilized and then assures that Patrol and Parking Services fulfill their allotted goals and services.

Administrative Services reviews internally maintained statistics (maintained and reviewed on a monthly basis at a minimum) that are gathered, summarized and acted upon so that patterns can be determined and enforcement efforts can be modified to meet any issues or anomalies that may be develop. Our enforcement efforts are then redirected, or other means are determined to meet with the issues. As an example, many students complained that they could not locate our parking permit machines. Larger signage was placed at or very near the parking permit machines to increase their visibility. One of the most common calls Public Safety receives during evening hours are from faculty and staff notifying us of campus lights that our not operable, making for unsafe conditions. This information is passed on to Grounds and Maintenance who are usually very timely in making the necessary repairs. Our police officers working at night, however, do follow up inspections to

make sure that the lights have in fact been replaced. Any suspicious person, suspicious circumstances, or any circumstances that are reported are immediately investigated so that the situation does not linger or repeat, thereby reducing the chances of a crime actually occurring. As mentioned in our Annual Program Planning Worksheet (APPW), we believe that our efforts are, and have been, effective resulting in the extremely high safety ranking, both in state and nationally, given to Cuesta College.

A major shooting event that resulted in several deaths and injuries at a school in Newtown, Connecticut was the basis of a presentation made by Public Safety at the Cuesta College Opening Day for Spring Semester 2013. In keeping with the “timely” training aspect of our safety training related ASO, information was provided to our faculty and staff regarding what to do should such an event occur at Cuesta College. Several employees, both in groups and individually, requested that Public Safety provide additional information and provide answers to questions that arose as a result of the presentation. Public Safety answered every request and provided additional information at staff and cluster meetings, at or in smaller groups, and to individuals since the presentation and will continue to do so as long as requests continue to be received.

Public Safety expanded our physical presence at the North County Campus. There is a police officer on campus at least 3 days a week. There are currently about 3,000 students on campus and it is our belief that with the growth occurring in the cities of Paso Robles and Atascadero, any growth at Cuesta College will be as a result of an increased number of students on our northernmost campus, thereby resulting in a corresponding increase need for services.

Over the past year, an increase in self generated activity determined by Administrative Services as well as increase in requests for services from our Patrol and Parking Services by Cuesta College administration has caused a strain on Public Safety’s internal operations as well as to the services we are providing. As part of our APPW we have requested that three personnel related changes (making our 11-month officer into full time position, hiring a part time cashier, and hiring a full time public safety officer) occur to better enable us to meet and/or maintain not only current service levels, but to meet any increased needs for service in the near future.

We are also recommending that certain changes in policy be adopted with regards to our Parking Services Program. We believe that these recommendations will assist us in continuing to run a profitable and safe parking operation:

- Discontinue the decreased fees charged to faculty and staff using parking areas for non Cuesta College related events or completely discontinue the practice
- Increase the cost of parking lot rentals, matching current market value for the lot usage
- Limit lot rentals to a specific number of vehicles and hours, allowing for continued enforcement in the remainder of the lot

V. ANTICIPATED SERVICE CHALLENGES/CHANGES

Suggested Elements:

- A. Regulatory changes
- B. Internal and external organizational changes
- C. Student demographic changes
- D. Community economic changes – workforce demands
- E. Role of technology for information, service delivery and data retrieval
- F. Distance Education impact on services
- G. Providing service to multiple off-campus sites
- H. Anticipated staffing changes/retirements

At this time, Public Safety does not foresee any changes in our everyday operations as a result of regulatory changes or internal/external organizational movement. There is nothing looming over the horizon at this point and there are numerous law enforcement watch dog groups who, in the past, have provided ample warning and information when ever any legislation that could potentially have negative consequences is introduced, either in California or nationally.

Student demographics have provided different challenges for Public Safety. Fewer and fewer students on our campuses has resulted in a decreasing demand for parking permits and passes. Some of this can be explained by an increase in the number of online classes being offered, however, we believe that the current national economic downturn is the main reason. Regardless of the reason, or combination of reasons, Public Safety has seen a reduction in the number of parking permits sold each semester since Fall Semester, 2009. A \$10 parking fee increase was instituted for Fall Semester, 2011 which has offset most of the revenue lost as a result of fewer parking passes being sold, however, raising the cost of the parking pass

As for information technology, Public Safety has asked for funding for a new Computer Aided Dispatch System (CAD). The system currently in use is extremely old with a data base that is slow and outdated. We are not asking for a new stand alone data system. We believe that replacing our current CAD system with a new one will also provide us with an accompanying data system capable of handling our data needs over the next few years.

As stated earlier, Public Safety is currently providing a uniformed presence on two of our three campuses. We have been able to provide all of the requested increases for service thus far, but requests for additional days of coverage (i.e. being on any of our campuses for Sunday events) would cause us to shift services from one area to provide services in another. Public Safety strongly recommends that Cuesta College events occur on a Monday-Saturday basis only.

Public Safety could experience significant staffing changes over the coming year. The Department Sergeant has announced his retirement effective December, 2013. One officer will be transferring to the San Luis Obispo County Sheriff's Department later in 2013. Our Account Clerk has announced that she will likely retire midyear 2013 when her husband retires. Our Day Dispatcher has announced that she may be moving to Texas with her fiancé who just acquired a high paying position in that state. Our Night Dispatcher is on a eligibility list and has completed the process to be hired as a Deputy Sheriff by the Los Angeles County Sheriff's Department in two months. Needless to say, if only a couple of these moves actually occur, the services provided by Public Safety will be effected on at least a temporary basis while duties are reassigned. Some services could be curtailed if suitable replacements are not found in a timely manner, or should capable replacements not be found at all. Public Safety personnel are expecting that there will be a constant shifting of duties as well as constantly occurring reviews and prioritizing of what services will be delivered and in what manner. Whatever lies ahead, Public Safety personnel are aware that challenges await.

VI. PROGRAM DEVELOPMENT FORECAST

Suggested Elements:

- A. Description of forecasted program development and objectives, based on information collected in I-IV
- B. Plans for improvement
- C. Support for institutional goals and objectives
- D. Student and program outcomes evaluation
- E. Recommendations from external agencies
- F. New service coordination and collaboration – internal and external programs
- G. Anticipated job description revisions based on program changes
- H. Staff training/professional development needs

Over the past five years Cuesta College has experienced budget reductions that realistically rendered any development plans as null and void. Continuously reduced budgets have provided enough to continue to “get by” but not much else. The outlook for the immediate future does not offer any reason to think that this reduced budget trend is likely to be reversed. Public Safety has been able to maintain, and in some cases expand services even though there has been no increase in the number of personnel assigned since our last unit review in 2008.

Public Safety's “program development” will consist of what we are doing now...constant review of statistical data that provides us with enough information modify our services, while keeping a close watch on our budget and attempting our best forecast for future program modifications. In this manner we will continue to strive to reach our goals which are already keyed to our institutional goals and objectives of providing a safe campus environment, providing safety training for staff, students and faculty, and providing for a safe and efficient parking program. As previously mentioned, ASO;s will updated on a continual basis meaning our focus should remain on what we are supposed to do.

Public Safety does plan to expand our training participation with other San Luis Obispo County law enforcement agencies, particularly with the Paso Robles Police Department, the Arroyo Grande Police Department, and the San Luis Obispo County Sheriff's Department all of whom are primary responders to our three campuses in case of an emergency situation. We are confident that with the combined efforts of the Cuesta College Police Department and the three aforementioned agencies, any situation arising that is beyond the means and scope of our capabilities will be handled in a professional manner with positive results for Cuesta College.

Public Safety does anticipate that some of our personnel positions will have their job description revised as a result of possible personnel retirements and transfer to higher paying positions outside of Cuesta College. Public Safety employees will be required to become familiar with the duties of at least one or two other positions as a shortage of personnel may require additional responsibilities may be assigned. To avoid employee union issues, revising job descriptions should be undertaken immediately as preparatory to pending personnel losses. In anticipation of these personnel shortages, and the resulting search for capable replacements, Public Safety is asking for 3 specific personnel related moves involving placing our one 11-month police officer position to a full time position; the hiring of a part-time cashier/clerk and the hiring of a public safety officer. We believe that the granting of these requests, or even granting one of them, will go far in assisting our efforts during What could be trying times internally for Public Safety.

VII. OVERALL BUDGET IMPLICATIONS

(Will be reflected in district planning and budget process)

Elements:

- A. Personnel
- B. Equipment/furniture (other than technology)
- C. Technology
- D. Facilities

Our Personnel, Equipment, Technology and Facilities requests for submitted with our Annual Planning Program Worksheets (APPW's). Public Safety believes that our needs in these areas were fairly assessed and represent a balanced representation of what is needed if we are to continue to meet our designated goals and purposes.

SIGNATURE PAGE

Faculty, Director(s), Manager(s), and/or Staff Associated with the Program

Instructional Programs: All full-time faculty in the program must sign this form. If needed, provide an extra signature line for each additional full-time faculty member in the program. If there are no full-time faculty associated with the program, then the part-time faculty in the program should sign. If applicable, please indicate lead faculty member for program after printing his/her name.

Student Services and Administrative Services Programs: All full-time director(s), managers, faculty and/or classified staff in the program must sign this form.

Joseph D. Arteaga

03/11/13

Division Chair/Director Name

Signature

Date

Name

Signature

Date

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