

## Palomar College – Institutional Review and Planning Non-Instructional Student Services Programs

### Purpose of Institutional Review:

The institution assesses progress toward achieving stated goals and makes decisions regarding the improvement of institutional effectiveness in an on-going and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data (ACCJC/WASC, Standard I, B.3.)

### Palomar College Police Department Department/Discipline Reviewed

2011-2013

#### 1. 3-year trend of quantitative data

Function	2008-2009	2009-2010	2010-2011
Police Reports	567	426	429
Parking Citations	14,045	13,761	9,704
Radio Calls	12,057	25,671	41,975
Arrests	28	18	33
Citizen Assists	282	278	225
Vehicle Unlocks	280	293	291
Vehicle Jump Starts	381	407	494
Room Lock/Unlocks	1,370	1,442	1,330
Traffic Accidents	129	89	107
Emergency Notifications/Class Cancellations	140	135	121
Lost & Found	1,851	1,634	573 (calls), 1,751 (items)
Escort Service	728	844	1,112
Vehicle Stops	1,532	1,173	881
Field Interviews	251	105	138
KIOSK Coverage/Parking Enforce	2,495	1,658	1,248 / 736 Hours
Special Details	889	728	949
Alarm Calls	421	307	399
Permit Machines	240	220	281
Officer/Population Ratio	1:4,156	1:5,159	
Number of FT Police Officers	8	7	7
Presentations Service	9	10	
Rape Aggression Defense Course	2	1	3
Background Investigations	0	0	0
Athletic Event Support	55	60	237
1 <sup>st</sup> Level Appeals	487	603	835
2 <sup>nd</sup> Level Appeals	50	24	39
Planned Event Support	731	753	633

**2. Reflect upon and analyze the above 3-year trend data. Briefly discuss overall observations and any areas of concern or noteworthy trends.**

The elimination of the grace period continues to result in fewer parking citations. Adjusting this policy served to encourage responsible planning on the part of students, who responded to the policy by purchasing parking permits sooner. The number of citations issued was also affected by reductions in the number of available staff to perform parking enforcement. Since the 2009 fiscal year, total citations are now approximately 30% lower. A significant portion of this reduction can be realistically attributed to deficiencies in available staffing. However, other metrics (which include both the revenue from daily parking permit machines and increased wait times at the cashier's office during the first week of classes) indicate that the effect of the grace period elimination remains tangible. The number of appeals increased approximately 38%, while those taken to the second level (Neutral Examination by independent expert) increased by 62%. However the neutral examiner found none of the 2<sup>nd</sup> level appeals to be warranted, and none of these citations were overturned at the 2<sup>nd</sup> level. The Police Department has initiated a project to improve the availability of parking permits and reduce the length of cashier's office lines.

Staffing issues have significantly reduced the Police Department's ability to perform routine traffic enforcement by a factor of approximately 24%, which contributed to a comparable (20%) increase in the number of traffic accidents on campus. The Police Department has continued to invest in Police Officer training, specifically in the area of drug abuse recognition. This training has resulted in an improved awareness among the Officers for detection of various violations and an increase of 83% in the number of arrests. The Police Department does not feel that this increase represents an increase in the level of crime, but rather an improvement in Officers' ability to detect violations of the law, directly attributable to training provided to its law enforcement personnel.

Service activity provided by the Palomar College Police Department has continued to increase, as a result of Department efforts to focus on customer service and informational campaigns advising students of the availability of these services. Over the 3-year period (July 2008 – June 2011), calls for Police Department support of athletic events has increased 330%, vehicle jump starts have increased by approximately 29%, the number of escorts provided to the community has increased 52%, special detail services (e.g. vehicle maintenance, DUI checkpoint staffing, keeping the peace, etc.) have increased 30% on a year-over-year basis. Increased usage of the daily parking permit machines has resulted in a 27% increase for calls to maintain the machines.

**3. Reflecting on the 3-year trend data, describe/discuss department/discipline planning related to the following:**

PLAN – 2011-2013	Assessment/Outcome – 2010-2011
<p><b>a. Programs changes/improvements (consider changes due to Growth in FTES and Headcount, CSU/UC transfer language updates, articulation, workforce and labor market projections, certificate or degree completions, etc.)</b></p> <p>The Palomar College Police Department is primarily focused on its Mission, which is “to provide a safe and secure learning and working environment”. Additionally, the Department seeks to improve responsiveness and service provided to the community in three primary areas:</p> <ol style="list-style-type: none"> <li>1. Customer Service activities</li> <li>2. Emergency Preparedness</li> <li>3. Parking enforcement and management</li> </ol>	<ul style="list-style-type: none"> <li>• Customer Service provided by the Police Department has improved dramatically, as highlighted by the data described in areas 1 &amp; 2. The Department is committed to maintaining and increasing these improvements, and will continue to respond to all service requests by the Palomar College community.</li> <li>• Unforeseeable staffing shortages prevented the Police Department from addressing all areas in which it strives to achieve improvements. Staffing and Technology plans are in the formulation process, and the Department hopes to improve efficiency and efficacy in all aspects of its operation, to better serve and protect the Palomar College community.</li> <li>• The Police Department continues to stress the importance of Emergency Preparedness, including training of staff to respond to emergencies, and coordinating with Facilities Department personnel for policy and procedural improvements.</li> <li>• Despite mitigating circumstances preventing parking enforcement performance at levels commensurate with previous years, the Police Department made strides in several areas of parking management, including: the approval of fair-share payment for parking arrangements made for outside entities; improved systems for the distribution of staff parking permits; replacement of all permanent staff parking permits to improve records of permits distributed and establishing a standard for design and numerical identification of individual permits and their owners; and new systems for part-time/temporary/volunteer staff parking permits and Wellness Center parking permits which improve the reliability and integrity of their distribution.</li> </ul>

4. To implement the planning described in question #3, discuss/identify the necessary resources requested to successfully implement:

PLAN 2011-2013	Assessment/Outcome – 2010-2011
<p><b>a. Equipment/Technology - block grant funds, VTEA, other resources, etc.</b></p> <p><b>Utilize Resources to update/upgrade equipment for improved operational support of the college community:</b></p> <p><u>2011/12:</u></p> <ul style="list-style-type: none"> <li>• Purchase <b>5 Police Radios</b> pursuant to system upgrade plan begun in 2010/11 (\$40,000)</li> <li>• Begin implementation of multi-year plan to upgrade, replace, and add <b>daily parking permit machines</b> which will provide web-based access &amp; interface, as well as the acceptance of credit cards and ability to provide change for \$10 &amp; \$20 bills to improve customer service and reliability (\$20,000 each)</li> <li>• Purchase one new <b>CSO truck</b> to replace outdated model (PC 4) (\$25,000)</li> </ul> <p><u>2012/13:</u></p> <ul style="list-style-type: none"> <li>• Replace computers which have reached the end of warranty status, as needed, 5-7 projected. (\$2,000 ea.)</li> <li>• Purchase and implement citation writing/management system to improve efficiency of parking enforcement. (unknown cost)</li> <li>• New Golf Cart to replace damaged equipment on hand. (approx. \$5,000)</li> <li>• Dispatch Center Consoles, part of emergency preparedness plan (\$175,000)</li> <li>• Furniture for dispatch (approx. \$20,000)</li> <li>• LCD projector for EOC, emergency preparedness plan (\$1,000)</li> <li>• 8 ballistic helmets (approx. total \$3,500)</li> <li>• Police Bicycle (\$800)</li> </ul>	<p>In the 2010-2011 academic year, the Police Department:</p> <ul style="list-style-type: none"> <li>• Began the purchase of <b>police radios</b> as part of multi-year capital outlay plan, to prepare for the implementation of “Project 25”, under which law enforcement radio communications systems need to be fully upgraded and in place by 2014. Provided funding for 2 mobile XTS5000 radio units for installation in new police vehicles, and 5 portable XTS5000 units for use by law enforcement &amp; community service personnel. The Police Department is on pace for successful implementation of the requirements for Project 25.</li> <li>• Purchased two new <b>police vehicles</b> (PC 8 &amp; 9) and equipped for law enforcement use. Replaced older vehicles (PC 2 &amp; 3) which had reached the end of their operational lives. PC 2 &amp; 3 were donated to the Police Academy for use in cadet training/simulation exercises.</li> <li>• Developed and implemented a plan with a vendor to trade in old Pepper Ball guns (5) for one new <b>Pepper Ball gun</b>, which has been assigned to the supervising Sergeant.</li> </ul>
<p><b>b. Budget - budget development process, one-time funds, grants, etc.</b></p> <p>Primary revenues for the Police Department are derived from parking permit sales and enforcement (citations). The Department seeks to sustain current levels of income through continued availability of permits and appropriate enforcement of parking policies. Continue to seek beneficial grants to supplement available budget. Improve revenues through capture of untapped revenue sources and logical policy adjustments. Improve checks and balances for recognition and proper recording of revenues and appropriate expenditures for restricted funds.</p>	<p>The Police Department continued to make strides in the areas of budget development and Fiscal Prudence. A \$1 increase in the rate for 1-day parking permits resulted in significant increases in both usage and revenue. Elimination of the 2-week grace period increased the sales of parking permits before the beginning of each semester, but saw an overall decrease in total parking permit revenue and a significant decrease in revenue from parking fines. Received approval to begin charging a fee to outside entities for parking, to begin Fall 2011. Improved distribution of various parking permits, most notably Wellness Center parking permits, which will improve the reliability of revenue recognition.</p>

<p><b>c. Facilities – scheduled maintenance needs, additional space/offices due to growth, remodeling, etc.</b></p> <p>Current facility for the Police Department is inadequate to meet the operational needs for a successful law enforcement agency and, more importantly, to provide a safe and secure working environment for its employees, and for the office space to successfully serve as the District’s Emergency Operations Center (EOC) as planned. An immediate need exists to renovate the front of the Police Department office to protect employees working at the service window (partition), as well as to secure the lobby area to control access to the rest of the Police Department office.</p> <p>The Facilities Master Plan calls for an eventual move to the O-building, at which time it will be feasible to meet the demands for space, including:</p> <ul style="list-style-type: none"> <li>• A secure armory for storage of weapons and ammunition</li> <li>• Key card entry/security</li> <li>• Secure area for detaining animals lost/abandoned/rescued while awaiting pick-up by Animal Control Services</li> <li>• Secured office and storage space for armory, records, LIVE-SCAN, evidence, interviews, training, report writing, and equipment</li> <li>• Secure storage location for EOC trailer &amp; patrol vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• SPC approved renovations to the Police Department lobby (10/21/08), however the approval is pending the identification of funding.</li> <li>• EOC trailer currently stored at SM Sheriff’s Department substation</li> </ul>
<p><b>d. Staff position (s) - changes staffing needs due to program growth, new technology, etc.</b></p> <p><u>2011/12:</u></p> <ul style="list-style-type: none"> <li>• Reclassify Chief of Police position to bring salary grade in line with other positions, which were reclassified in recent study (Chief’s position was not reclassified at that time due to vacancy), and fill this position on a permanent basis</li> <li>• Complete process for reclassification of Records/Dispatch Coordinator</li> <li>• Staff two (2) vacant sworn Police Officer positions &amp; provide training in preparation for the eventual opening of Palomar College South Center</li> <li>• Identify funding for additional requested two (2) CSO positions.</li> </ul> <p><u>2012/13:</u></p> <ul style="list-style-type: none"> <li>• Staff two (2) sworn Police Officers &amp; provide training in preparation for the eventual opening of the Palomar College North Center</li> <li>• Staff one (1) vacant Office Specialist position, to provide customer service (window) and support of parking/administrative functions</li> <li>• Staff two (2) full-time, classified dispatcher positions</li> </ul>	<p>Current Police Department staffing, in terms of officer:population ratio, is currently 1:5,159. This is less than one-third the staffing levels recommended by law enforcement authorities, and represents a level which is (data provided by other colleges as of September 2009):</p> <ul style="list-style-type: none"> <li>• 54% lower than Southwestern College (the next lowest staffing level in the county @ 1:3,331)</li> <li>• 73% lower than the Grossmont/Cuyamaca Community College District (1:2,967)</li> <li>• 246% lower than Mira Costa College (1:1,491)</li> <li>• 247% lower than the San Diego Community College District (1:1,484)</li> </ul> <p>In 2010/11, Police Department received approval for the hire of 3 full-time CSO positions, which will assist with improving customer service, parking enforcement, and the staffing of dispatch operations.</p> <p>Reinterpreted rules for the employment of student CSOs, dispatchers, and front desk employees have created issues and prompted emphasis on redeveloped staffing plans and needs.</p>

**5. Discuss one department/discipline goal linked to Palomar's Strategic Plan 2013 and how it will support the success of students.**

#4-d (Staffing) is aligned with Objective 4.2 (Develop a staffing plan that identifies minimum and optimum staffing levels throughout the district.). It is essential for the Police Department to have the appropriate-sized staff to provide a safe and secure learning and working environment.

**7. Describe a department accomplishment that you would like to share with the college community.**

Elimination of the "grace period" for parking enforcement resulted in fewer citations & improved planning on the part of students.

**8. Are there other resources (including data) that you need to complete your department/discipline review and planning?**

Current population count, cost estimates for certain equipment.

**9. For programs with an external accreditation/program review, indicate the date of the last accreditation visit and discuss recommendations and progress made on the recommendations.**

Regular audits by: POST Background Investigations, POST Training, CA Department of Corrections, CA Department of Justice. The Police Department received notice of successful completion of requirements for all of these audits.

**10. Other comments, recommendations**

None

**Please identify faculty and staff who participated in the development of this plan:**

Interim Chief of Police Anthony Cruz  
Interim Lieutenant Mike Bea  
Staff Assistant Brian Engleman  
Dispatch/Records Coordinator Karen Boguta  
Sr. Administrative Secretary Linda Mack



November 8, 2011

---

Name/signature

Date