

Program Review & Planning (PRP)

COMPREHENSIVE

PART 1: BASIC UNIT INFORMATION

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area. With that in mind, please answer the following questions:

Date:	10/16/2019
Unit Name:	
Department Name:	Campus Police
Division Name:	Student Services
Name of person responsible for the Program/Unit:	Chris Moore
Website address for your unit:	https://www2.palomar.edu/pages/police/

Please list all participants in this Program Review:

Name	Position
Chris Moore	Chief, Campus Police
Candy Santos	Parking Services
Nieves Suarez	Dispatch Center Coordinator
Lorraine Amicone	Short-Term Assistant

SECTION 1: Program/Unit Mission Statement

What is your Program/Unit's mission statement (click here for [how to create a mission statement](#)):

The Department pledges to uphold the concepts of Constitutional Policing; ethical, lawful practices that seek to protect the rights of all people. Through the foundation of Relationship Based Policing we serve the campus population through extending, cultivating and earning the trust of students, faculty and staff. The Palomar College Police Department (PCPD) is responsible for providing police services to the San Marcos Campus, the Escondido Educational Center, and our new additions, the North and South Education Centers. PCPD has complete police authority, pursuant to California Police Officers under the authority of Penal Code section 830.32. Our officers actively patrol the campus and are first responders for all emergencies. Through community partnerships, we provide a safe and secure learning environment to the campus community by maintaining a pro-active approach to crime reduction and problem solving; enabling our students to obtain a quality education. The Department works in conjunction with local, county, state and federal agencies; in order to accomplish our mission of safety. A truly safe campus is achieved through a collaborative relationship with students, faculty, staff and visitors.

Describe how your mission aligns with and contributes to the College's Vision and Mission.

Through community partnerships, we provide a safe and secure learning environment to the campus community by maintaining a pro-active approach to crime reduction and problem solving; enabling our students to obtain a quality education.

SECTION 2: Program/Unit Description**Staffing**

<u>Full-time Staff</u>		<u>Part-time Staff</u>	
Total Number of Full-time Staff	20	Total Number of Permanent Part-time Staff	0
Number of Classified Staff	18	FTE of Part-time Staff (2X19 hr/wk = .95)	0
Number of CAST Staff	1	FTEF of Part-time Faculty	n/a
Number of Administrators	1		
Number of Full-time Faculty	n/a		

Describe additional temporary hourly or contract staff support this unit and/or department? (Include FWS/District Student Worker/Veteran Student Worker)

40 short-term hourly employees to support 24-hour operation

As part of this PRP cycle, Human Resource Services has sent organizational charts to all non-instructional units. Please review the charts and make any needed changes. Attach a copy of the chart when you are submitting your review or provide the link to your organizational chart if it is online.

OR

If you cannot create an organizational chart, or did not receive one from Human Resource Services, list the positions in your unit showing reporting relationships (e.g., Manager Facilities with the following direct reports, Supervisor Position A, Supervisor Position B, Supervisor Position C; Supervisor Position A with direct reports, Position A, Position B, Position C)

How will you submit your organizational chart?

X Upload document ___ Provide web link ___ Describe organizational structure

Program/Unit Description**Who utilizes your services?**

All faculty, staff, students, and visitors

What services does your program/unit provide (Describe your program/unit)?

Provide for all four (4) Palomar Community College District campuses police (California POST Certified) services enforcing California penal code(s), parking services/enforcement, campus safety programs/enforcement, produce DOE mandated annual security report, provide victim resources, campus safety/crime prevention training, homeland defense training, emergency management overview, safety escorts, Live Scan services, Public Safety outreach, and support campus events.

COMPREHENSIVE PART 2: PROGRAM/UNIT ASSESSMENT

SECTION 1: Service Area Outcomes and Assessment

GOT SERVICE AREA OUTCOMES?

Outcomes are statements written in support of student learning to show direct support (instruction) or indirect support (services) provided on campus. Assessment is the way we measure how well we are achieving our outcomes.

For non-instructional areas, outcomes are called Service Area Outcomes (SAO).

So, what is an SAO?

A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. Clients can be students, faculty, staff, or community members.

As part of our three-year planning and review cycles, all non-instructional units are asked to:

- identify at least two SAOs,
- develop a plan and assess their SAOs,
- reflect on the results,
- and take action, as necessary.

Palomar has adopted TracDat as our official repository for SLO and SAO Assessment information.

Review and/or define your SAOs and assessment plans and ensure they are entered in TracDat by:

- 1) Login to Nuventive Improve (TracDat) <https://www2.palomar.edu/pages/sloresources/2015/08/10/tracdat/>. Your Palomar username and password is your login.
- 2) Update or add your SAOs and assessment plans.

NEED HELP?

TracDat:

- 1) If you need help with anything TracDat related such as login, unit identification, entering SAO info, contact Marti Snyder at msnyder2@palomar.edu.
- 2) Check out this video on how to enter SAOs in TracDat: <https://youtu.be/b1sRa68wm4c>

Defining and Assessing SAOs:

Not sure if your SAOs make the grade? Need some help writing an SAO? Not sure about how to assess your SAOs?

1. [Hartnell's SAO Guide](#) is a nice resource! Thank you Hartnell!
2. Contact Michelle Barton at mbarton@palomar.edu. We have a resource support team to help.
3. The SAO template at the end of this document is a useful template for defining an SAO and assessment plan. It is modeled off what we enter in TracDat.

Are all of your unit's SAOs and assessment plans entered in TracDat?	YES X	NO
If NO, describe why and identify a data by which they will be entered.		

For each SAO in TracDat, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments.
1) Reduce staff hours required to issue and send parking permits by 50% with use of digital parking system to improve student/staff basic customer service.
2) Increase presence of uniformed staff to largest campus buildings during peak scheduling hours to increase safety.
3)
4)

SECTION 2: Other Assessment Data

List all other quantitative and/or qualitative measures you use to track, monitor, and/or evaluate the effectiveness of your program/Unit:

Quantitative Data

	Values				
Measure	2015-16	2016-17	2017-18	2018-19	Definition/Description of Measure
Police Reports	358	277	350	225	Documentation of incidents/crimes committed
Parking Citations	3,652	5,859	8,951	8,142	Enforcement of parking rules and regulations within the District
Escort Service	2,142	2,699	2,161	839	Reduced number with DRC assist
Smoking Policy	403	98	103	15	Conflict with HR policy

Reflect on your quantitative data and summarize your findings or interpretations.

Parking citations were reduced due to no citing and no permit required for Fallbrook and Rancho Bernardo Centers 18/19. Additional marketing gained voluntary compliance with parking regulations.
DRC dedicated more staff to assuming the primary role of mobility assistance reducing Campus Police escorts by 62%.
Issues have arisen with enforcement of smoking policy due to "no discipline" for employees per the CBA.

Qualitative Data

Describe any qualitative measures you use and summarize the results.

n/a

What improvements have you implemented or plan to implement as a result of your assessment of quantitative and/or qualitative data described above.

SECTION 3: Achievements and Other Relevant Information

Describe your program's achievements or this past year. Where possible, describe how these achievements are related to our students and their success!

In 2017, a Public Safety Outreach event was developed to partner with outside with outside agencies and the campus community. Members and staff from ESL program, campus community and neighboring agencies have gathered the last three (3) years to showcase support for public safety. Over 800 people attended in 2018/2019.

Describe any recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit? What effect will these changes have on your program/unit?

SB1421 required law enforcement to release certain records pertaining to officer conduct. The records unit has spent multiple hours redacting victim witness information and providing information in compliance with the Public Records Act.

AB302 required research and staffing requirements for potential student overnight parking on campus. The bill has been suspended for a year but a task force has been developed within Student Services.

Digital parking was implemented the summer of 2019 on all campuses. Projections are for an increase of revenue and a reduction of staff hours by 50%.

Dispatch Center was upgraded to current technology requiring additional staffing.

In addition to (or in response to) the changes listed above, what board policies, procedures, and processes need to be updated, created, or deleted?

COMPREHENSIVE**PART 3: PROGRAM/UNIT EVALUATION AND THREE-YEAR PLANNING**

Program Evaluation and Planning is completed in two steps.

Section 1: Overall Evaluation of Program

Reflect on your program/unit, the results of your assessments in Part 2 above, and your vision for the future. Then, working together answer the following questions. Summarize your answers in the grid below.

1. What are our greatest strengths?
2. What are our best opportunities?
3. What is our preferred future, what do we aspire to do?
4. What are the measurable results that will tell us we've achieved that vision of the future?

Section 2: Establish Goals and Strategies for the Next Three Years

Once you have completed your overall evaluation, identify a set of goals and strategies for accomplishing your goals for this upcoming three-year planning cycle. Use the template in Section 2 below to document your goals, strategies, and timelines for completion. Goals should be Specific, Measurable, Attainable, Relevant, and Time –Specific (SMART). Following the goal template below will help you create SMART goals!

SECTION 1: Overall Evaluation of Program

1. Discuss your Program's/Unit's Strengths, Opportunities, Aspirations, and Results (SOAR) and summarize your discussion below.

Strengths:	Campus Police has earned the trust of the campus community.
Opportunities:	To hire additional police officers to provide a permanent position at the Escondido Center.
Aspirations:	Create a safe environment for faculty, staff and students.
Results:	Reduced Uniformed Crime Reports for Part 1 crimes.

SECTION 2: Progress on Prior Goals

List current or prior goals your program/unit has been working on and provide an update by placing an "X" in the appropriate status box.

Goal	Completed	Ongoing	No longer a goal
Implementation of digital parking on all campuses	X		
Transition of dispatch center into main police building	X		
Purchase two police Explorers to update fleet	X		
Compliance with POST mandated training for police officers		X	

COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs

Provide sexual harassment training for entire department		X	
Increase police officer staffing at Escondido Center		X	

Add any comments related to your work on prior goals, if needed (e.g., successes, challenges, reasons for eliminating a goal).

Continued expansion of staffing and equipment from prior PRPs.

SECTION 3: Establish Goals and Strategies for the Next Three Years

1. New Goals: Please list all goals for this three-year planning cycle:

Goal #1	
Goal	Compliance with POST mandated training
Strategies for implementation	Added police corporal position/extended duties to help interim sergeant track training hours and develop local relationships to provide training (SDSO). Increased funding provided by Fiscal for lodging and registration costs.
Timeline for implementation	2020/2021
Outcome(s) expected (qualitative/quantitative)	Through the EDI System utilized by California POST, we will be able to track officer progress and compliance. Increased scheduling by interim sergeant.
How does this goal align with your unit's mission statement?	In order to function as a department, we need to be in compliance with California POST standards.
How does this goals align with the College's Strategic Plan 2022?	4.3
Goal #2	
Goal	Sexual Harassment Training for department
Strategies for implementation	Communication with TitleIX/HR Coordinator for in-person facilitation.
Timeline for implementation	2020/2021
Outcome(s) expected (qualitative/quantitative)	Reduced complaints by personnel and increased safety and employee morale.
How does this goal align with your unit's mission statement?	By provided a non-threatening work environment so that staff may service the campus community more efficiently.
How does this goal align with the College's Strategic Plan?	4.2
Goal #3	
Goal	Increase police officer/CSO staffing at centers
Strategies for implementation	

COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs

Timeline for implementation	2020/2021
Outcome(s) expected (qualitative/quantitative)	Increase perception of safety and provide staffing consistency.
How does this goal align with your unit's mission statement?	Protecting the campus community.
How does this goals align with the College's Strategic Plan 2022?	n/a

Goal #4

Goal	
Strategies for implementation	
Timeline for implementation	
Outcome(s) expected (qualitative/quantitative)	
How does this goal align with your unit's mission statement?	
How does this goals align with the College's Strategic Plan 2022?	

How do your goals align with the College's value of equity and diversity?

Campus Police represents the demographics of Palomar College and will continue to support the District's plan for a diverse community.

The Strategic Plan 2022 includes the College's Vision for Success (VfS) outcomes. Review the VfS goals and reflect on how your unit supports these outcomes. Identify one strategy your unit will implement to help the college meet these outcomes. Click here to access [Strategic Plan 2022](#).

COMPREHENSIVE PART 4: RESOURCES

Reflect upon the three year plan you created above, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures). How will you allocate resources to implement your plan? Describe additional resources needed to improve the effectiveness of your unit/program. All resource requests must be aligned with the College's [Strategic Plan 2022](#).

SECTION 1: Reallocation or Reassignment of Resources

Summarize any reallocation/re-organization of resources you are making based upon your three-year plan, your current operations, and any upcoming factors in legislation. Describe the impact of the reallocation of resources to your unit.

SECTION 2: Need for Additional Resources

STAFFING

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section.

Title	Three Year Plan Goal	Strategic Plan 2022 Goal/Obj.	New / Vacant / Modified / Temporary	Describe Need:
1)Compliance Coordinator		n/a	Vacant	Sole author of DOE mandated Annual Security Report and all Police records.
2)PT Parking Specialist		n/a	Vacant	Reduced to 45% part-time from full-time position. Vacant for 3-½ years.
3)Sergeant		n/a	Vacant	One sergeant serving as interim and one position expected to retire February 2020.
4)Police Officers x3		n/a	New/Vacant	One officer to provide full-time coverage to Escondido Center. Two additional officers to replace interim sergeant position and future retirement.
5)CSO		n/a	New	Hire ten (10) full-time CSOs to support police officer coverage at Escondido and Rancho Bernardo Centers. Also, to reduce the number of short-term hourly.

TECHNOLOGY

If you are requesting TECHNOLOGY, please fully complete this section. If not, skip to the next resource section.

Resource	Unit's Three Year Plan Goal	Strategic Plan 2022 Goal/Obj.	Cost (\$\$\$)	Describe need and identify if the technology need will require: 1) extra wireless access, 2) integration with existing technology (hardware and	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across <u>ALL</u> of your Technology,
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COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs

				software such as PeopleSoft), and/or 3) operational maintenance and support.	Equipment, or Other Resource Requests.
1) CCTV cameras for campus		n/a	500,000	CCTV monitoring assists the Department in protecting the District's staff, students, guests and vendors, as well as its property. In certain types of crimes and incidents, video evidence and observation is both a deterrent and an effective tool for investigation, and aids in timely response by Police Officers. Enhanced digital documentation.	1
2)					
3)					

EQUIPMENT (Other than technology)

If you are requesting EQUIPMENT, please fully complete this section. If not, skip to the next section.

Resource	Three Year Plan Goal	Strategic Plan 2022 Goal/ Obj.	Cost (\$\$\$)	Describe need:	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across <u>ALL</u> of your Technology, Equipment, or Other Resource Requests
1) Ballistic Shields – Level IV		n/a	17,500	Another aspect of readiness and officer safety for a worst-case scenario provides additional protection for responding officers in an active-shooter scenario involving high-velocity and large-caliber rounds.	2
2) Medical Trauma Kits (10)		n/a	4,500	An important aspect of readiness for disaster is proper supplies of tools/supplies to be used to treat acute trauma from a number of hazards and potential dangers. Medical trauma kits will be issued to each officer on-duty, and available for deployment immediately upon any such type of trauma	3
3) Police Vehicles (3)		n/a	150,000	Replacement for current fleet, three vehicles are approximately 20 years old, and nearing high mileage and repair costs	4

OTHER RESOURCES

If you are requesting OTHER RESOURCES not described above, please fully complete this section. If not, CHEERS!!! You are DONE!!!

Resource	Three Year Plan Goal	Strategic Plan 2022 Goal/ Obj.	Cost (\$\$\$)	Describe need:	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across <u>ALL</u> of your Technology, Equipment,
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COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs

					or Other Resource Requests
1)Police Officer Training		4.3	15,000	The California Police Officer Standards and Training POST requires police officers to obtain 24 hours every two years for proficiency skills training in order to maintain certification. Increase training in the area of active shooter intervention by bringing outside trainers to the department.	5
2)					
3)					

COMPREHENSIVE PART 5: FEEDBACK AND FOLLOW-UP

Once your Program/Unit PRP is completed, your division or planning council should review and discuss based on your Vice President's planning process. This area is intended for summary feedback and recommendations from the divisional review.

Confirmation of Review by Division / Planning Council

Person/Group/Council Who Reviewed PRP	Aiden Ely, Acting VPSS
Date	12/17/19

Feedback

1. Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:

2. Areas of Concern, if any:

Historical deficit budget constrains operations. Department needs a full annual budget.

3. Recommendations for improvement:

Recommend that this department be shifted to Fiscal and Administrative Services Division.

SERVICE AREA OUTCOMES TEMPLATE

Date Identified or Last Reviewed	Description of SAO (What is your SAO?)	Assessment Method (How will/do you measure or assess it?)	Criterion (How will/do you know if you met the outcome?)	Date of Assessment	Date of Next Assessment
1)					
2)					
3)					
4)					

PCPD Organizational Chart

