1. Support Services Report Template

Report Info

Name of the person completing this report: Sheryl Boykins
Title of the person completing this report: Chief, University Police Department
Supervisor/dean reviewing report: Brad Wells, Vice President
Service: Act to ensure the security and protection of University community, property and assets
Division/College: Administration and Finance

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

State Law: Section 11164, CA Health & Safety Code mandatory reporter statutes, Ed Code 92600
Any other: Section 11164, CA Health & Safety Code mandatory reporter statutes, Ed Code 92600

Provide a brief explanation, if necessary, in < 60 words.

The University Police Department (UPD) provides protection, develops and monitors programs governing campus security, enforces federal, state and university regulations pertaining to the protection of individuals, property and assets, ensures compliance with law enforcement principles and practices, collaborates with regional law enforcement agencies on policing activities, and conducts investigations and evaluations to document and develop crime-solving strategies.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

UPD practices effectively ensure the security and protection of university community, property and assets. Programs include 24/7 policing, campus surveillance, responding to building and vehicle alarms as well as personal and community threats, vehicle lockouts, live-scan finger printing services, engraving personal property security services, on-going training on police practices, investigations and documentation concerning criminal offenses, and campus threat assessments. Communications mechanisms are developed to inform and alert the campus community about issues that may impact safety and security such as natural disasters, violent encounters (active shooters), traffic accidents, bomb threats, etc.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 50%
Faculty: 20%
Administrators/staff: 20%
Community outside University: 10%
Total: 100%

Link to Scoring Rubric

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student
Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Police services are designed to ensure protection and security for all individuals entering campus property, but through our web-site and online information, crime stats are available and many parents look at the data to determine whether to send their children/students to CSUEB, based on our low crime rate.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>UPD programs and activities ensure a safe environment in which to study and learn. 24/7 surveillance, threat assessments, escorting programs, investigations, property engraving, and lock-out assistance are examples of methods used to protect the student community.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Since police services are designed to ensure protection and security for all individuals entering campus property, the impact to post-college students has a different impact. Post college students provide a reference for how safe their experience was and convey that to prospective students.</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td></td>
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Provide a brief narrative (<60 words each) explaining your choice.

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</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Pre-college students who may enter the campus for counseling, application or registration are treated the same as any individual and are afforded the same protection and attention by UPD officers; a safe environment in which to transact business and achieve their educational goals.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>UPD develops and implements a variety of programs and services to safeguard students and ensure a safe environment in which to study and learn. The activities range from direct police intervention to control criminal acts to educational and communication activities and programs designed to prevent criminal behavior and foster a safer environment. When students are safe and feel safe, they can</td>
</tr>
</tbody>
</table>
devote full energy to their education.

After college (helping students establish meaningful lifework and be socially responsible contributors to society)

Since police services are designed to ensure protection and security for individuals and property on campus, the impact to students after college is minimal. Historically, UPD officers have served as community role models for responsibility, accountability and assisting others. UPD officers endeavor to uphold this role for students and encourage social responsibility through police activities.

Link to Scoring Rubric

2.4 Alignment with Shared Strategic Commitments

How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?

<table>
<thead>
<tr>
<th>SSC Description</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching,</td>
<td>During the course of surveillance, requests for assistance and security measures, UPD carefully evaluates all incidents/situations and determines</td>
</tr>
<tr>
<td>engaged learning, and distinguished scholarship</td>
<td>the proper response. UPD invites participation and interaction with students and employees to ensure that incident documentation is thorough and</td>
</tr>
<tr>
<td></td>
<td>comprehensive.</td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests</td>
<td>CSUEB and the U.S. Department of Education believe that providing all students with an educational environment free from discrimination is extremely</td>
</tr>
<tr>
<td>and interests of our diverse community and promoting their academic, professional</td>
<td>important. All criminal acts defined as Hate Crimes or &quot;Title IX violations&quot; will be documented and/or investigated by UPD. UPD’s goal is to provide a</td>
</tr>
<tr>
<td>and personal development</td>
<td>safe educational environment that maximizes student welfare and development while protecting the community.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s</td>
<td>The purpose of UPD is to ensure a secure campus environment in which students can study and learn freely and openly and where students can engage</td>
</tr>
<tr>
<td>educational experience and prospects for success as a graduate and life-long</td>
<td>in educational activities in which beliefs are tested and challenged safely. Students can debate and argue and experiment with ideas in a safe and open</td>
</tr>
<tr>
<td>learner</td>
<td>environment. UPD surveillance, security activities and outreach services ensure a safe environment for learning.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life</td>
<td>UPD collaborates with several campus departments and programs to provide security services, information about UPD assistance and training</td>
</tr>
<tr>
<td>that support student engagement and learning</td>
<td>activities designed to increase students’ awareness of safety techniques. UPD routinely participates in student orientation programs and other campus activities.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university</td>
<td>UPD offers a variety services to protect and secure our university population and property. Standards of conduct are high and UPD takes its</td>
</tr>
<tr>
<td>operations, and individual behavior</td>
<td>role seriously in serving as a model of responsibility and accountability.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while</td>
<td>UPD, with other University departments, provide Campus-wide training to community members on University policies regarding harassment, misconduct, and</td>
</tr>
<tr>
<td>practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>mandatory reporting obligations. Through commitment, coordination, and competence, UPD confidently provides an equitable and just institutional response to misconduct that is rooted in a culture of prevention and intervention and a climate that encourages reporting, thus building trust in the institution.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions</td>
<td>By participating in and hosting of events such as Urban Shield, Avoid the 21, Safety Week, Law Enforcement Symposium, and Cops-n-coffee events, UPD enhances it's position in the regional Law enforcement community. Continued involvement in County Chief's Association and CSU Law Enforcement training assists with providing current, relevant Law Enforcement strategies and practices to the University and surrounding community.</td>
</tr>
<tr>
<td>we serve through partnerships that promote education and social responsibility</td>
<td></td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher</td>
<td>UPD participate with community law enforcement agencies in annual discussions on new criminal statutes, Juvenile laws, and how to enforce laws that impact segments of the population unfairly. Technological advances in law enforcement, especially, surveillance and reporting are consistently evaluated and applied as appropriate. When possible, collaboration occurs with community agencies on technology and new policing strategies.</td>
</tr>
<tr>
<td>education, focused on 21st century skills, including science, technology,</td>
<td></td>
</tr>
<tr>
<td>engineering, and mathematics (STEM)</td>
<td></td>
</tr>
</tbody>
</table>
2.5 How might the demand for this service change over the next five years? (Please choose one category below).

Likely to increase

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

Emergency preparedness is an initiative that will be expanded over the next five years. Research and assessment is currently being conducted in the many variables that comprise a proper emergency preparedness agenda. The objective is for the entire campus community to be educated and engaged in emergency preparedness. Doing so will ensure that the campus will be protected, that there will be minimal disruption to university operations in the event of an emergency and that individuals will be equipped to provide greater protection and security for themselves and their families in the community.

5. Quality of Service

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

The quality of UPD protection and security services are measured in various ways. The response time for assistance, the number and degree of criminal acts recorded, the number and timeliness of investigations, the accuracy and adequacy of reports, the number and subject-matter of communication bulletins, the sheer number of services provided i.e., number of escort activities, number of property engravings, number of live scan processes. Although not historically recorded, the intent is to measure satisfaction with police activity in addition to the number of requests for each service and the timeliness of response. Was the requestor satisfied with the police response and methods used to ameliorate the situation.

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

The current Chief of UPD was appointed this year, 2013. Already, the Chief has identified several areas within UPD for enhancement and has developed key relationships among the academic and student community as well as administration. Through additional police training, key recruitments in law enforcement and police administrative services, and expanded communication and community outreach programs, the effectiveness and efficiency of UPD practices will be ensured.

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in <120 words.

UPD plans to conduct surveys at the conclusion of every investigation to assess quality of service, based on service not the outcome of the investigation. Providing training to all UPD employees in “Customer Service”. Impress upon supervisors the importance of “Modeling behavior and expectations of quality service”. Changing the culture of the UPD to reflect contemporary Community Policing philosophy vs. Traditional Policing philosophy. This will allow for a more inclusive, collaborative policing style, rather than an exclusive reactive enforcement policing style. Adding to the annual evaluation process to include “Quality of Service” as an evaluated dimension. Branding our policing theme as a constant reminder of our mission.
3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Restructure UPD management in order to focus on priorities and concentrate on strategic initiatives. The intent is to recruit for one manager who is skilled and experienced in policing and investigating (a sworn officer) and one manager skilled and experienced in coordinating administrative and technical functions in police departments. Additional resources will facilitate additional training and skills building in investigative techniques, assessment and reporting. Additional resources would also be used to expand emergency preparedness functions/services. Education programs, campus assessment and emergency exercises, emergency goods and products and communications technology would assure greater campus readiness in the event of an emergency.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

The level of satisfaction has been assessed on an individual basis through feedback received from people who have requested police assistance. A routine practice for all requests for police assistance entails an evaluation of the incident including questions concerning whether or not his/her needs have been met or if additional assistance is desired. In the future, surveys are planned to assess perceptions of safety, security and protection on campus.

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

Customer satisfaction surveys are always beneficial particularly when recommendations are made that can improve services. Perceptions differ and surveys can promote perceptions of inclusivity especially when feedback can expand knowledge and services can be enhanced as a result of the survey. Customer satisfaction surveys can promote a sense of community.

Link to Scoring Rubric

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain.

UPD has both informal and formal guidelines regarding the treatment and interaction with the campus community. Specific protocol exists pertaining to handling potentially volatile situations and regular training sessions and role playing techniques test strengths and weaknesses in officers’ ability to interact with others, diffuse situations and provide the best service possible. Written manuals and guidelines are routinely presented and studied. Officers go through drills and exercises concentrating on communication as well as assessment techniques.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Goals pertain mostly to quantity although for security and protection services, targets concern skills building and training.

Link to Scoring Rubric
Techniques that can result in enhanced services range from more advanced assessment and evaluation to documentation and report writing. Future goals include developing investigation techniques, emergency preparedness plans, communications methods and surveillance procedures.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Incident reporting has been the benchmark by which UPD has been assessed. Number and nature of incidents, timeliness of response and follow-up have been consistent indicators of proper law enforcement strategies.

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

914447.00

Attach your allocated spreadsheet here.

Cost and Space Allocations.xls

Link to Scoring Rubric

4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

95617.00

Link to Scoring Rubric

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

3522

Attach your allocated spreadsheet here.

Link to Scoring Rubric

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.
Greater attention has been devoted recently to defining and documenting roles and responsibilities within UPD. Clear lines of authority have been established and added focus and emphasis on specific assignments have resulted in greater efficiencies especially in UPD administrative and technical functions. Sworn officers can devote more energy to surveillance activities and community outreach. Not only are services more immediate and timely, operating expenses have been reduced due to improvements in record-keeping, budget management and technology.

**Link to Scoring Rubric**

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

A new administrative position focusing on advancing efficiencies within UPD particularly in technology and business management is currently in recruitment. Not only will this free up other UPD personnel, the new administrative position will ensure more efficient business practices. The new administrator will research, develop and implement emerging law enforcement requirements including Evidence Room mandates and records management strategies.

**Link to Scoring Rubric**

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Additional resources would expand UPD capacity and timeliness. Technological advances would facilitate more timely investigations and reporting and reduce the amount of labor time necessary and reduce redundancies. Report writing could be streamlined and more consistent models for report writing could be implemented. Additional technology would support documenting "use of force" instances and assist in providing directed training in police tactics.

**Link to Scoring Rubric**

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Plans to improve investigation and reporting mechanisms; protocol for Evidence Room and records management, security methods and equipment. Technology to enhance emergency preparedness will save space and increase university capacity to sustain business operations during emergencies.

**Link to Scoring Rubric**

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

It is difficult to estimate number of services anticipated since the goal of UPD is to provide more crime prevention services as a result of greater community outreach, training and publicity. The hope is that policing and security services including surveillance activities and criminal investigations will decrease with more preventative security and education programs being implemented. With more campus awareness and greater collaboration between UPD and campus departments, the volume of criminal activities will decrease. The goal is to adopt a Community oriented policing philosophy rather than traditional enforcement-based strategies.

**7. Other**

**Link to Scoring Rubric**
5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

Yes

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in < 60 words.

UPD collaborates with the Senior Investigator regarding incident assessments, documentation and reporting; with Risk Management on emergency preparedness and the live-scan background check program; with LEEP on specialized training particularly in areas relating to first aid and self-defense; with Student Health Services with regard to first aid and injuries; with Parking & Transportation Services regarding parking enforcement.

Link to Scoring Rubric

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

UPD Operations are 24/7. UPD service is provided every day including holidays and weekends. UPD is responsible for providing a safe and secure educational environment at three locations: the Hayward Campus, Concord and Oakland campus. Officers are armed, adding a unique layer of responsibility for training, maintaining equipment, and understanding use of force options. UPD is responsible for statistical data for mandated reporting requirements: (Cleary Act), crime information for the Department of Justice, FBI Uniform Crime Reporting. UPD is responsible for documenting major accidents/injuries on campus, and for testifying in criminal court cases. UPD has the unique authority of dispatching injured animals which often occurs as rural and urban landscapes merge on our University.

Link to Scoring Rubric

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

Our service is delivered to students and employees on the campus, but also Per 89560 Ed Code, within one mile of the exterior boundaries of the campus.