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
Service: Develop, implement and maintain comprehensive community outreach programs and activities that promote and sustain community cooperation and partnerships in order to ensure compliance with law enforcement practices
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.

Federal Law: (Clery Act), 20 U.S.C. § 1092(f), Title IX
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
Campus Policy: Campus Policy Manual

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

The University Police Department (UPD) develops, implements and maintains a variety of community outreach programs and activities that promote and sustain community cooperation and partnerships in order to ensure compliance with law enforcement practices. Through consultation with constituent groups and external agencies, activities range from community meetings, escort assistance, self defense trainings, lost & found, live scan and property engraving.

4. Importance of Service

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

The purpose of the service is to ensure that UPD outreach programs and activities create public awareness, appreciation and cooperation with public safety practices. A community-based policing model recently adopted by UPD is a significant departure from the traditional enforcement model in its preventative, collaborative approach promoting community engagement and problem-solving. A strategic and comprehensive outreach program is vital to the success of community-based policing. Ongoing community meetings provide opportunities to interact with campus law enforcement professionals and to become familiar with UPD practices. The UPD “Cops and Coffee” events and safety communications such as special traffic advisories, seasonal safety alerts, and threat alerts are other examples. Educational programs and protective trainings such as self-defense classes are also provided.

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: 20%
Faculty: 20%
Administrators/staff: 20%
Community outside University: 40%
Total: 100%
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>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>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✓</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>✓</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></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>The impact to pre-college students is indirect. Through community partnerships, events and meetings, prospective students and families have opportunities to interact with UPD, become aware of protective services and become secure with the environment.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>The new community-based model of policing encourages student engagement in problem-solving. Prevention strategies emphasize communication and interaction with students about possible problems and education programs assist students in self defense techniques.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>The impact to students after college is indirect. Through strategic role modeling, students observe deliberate, responsible behavior focused on the welfare and protection of others. The priority of UPD officers is to contribute to the welfare of the community it serves</td>
</tr>
</tbody>
</table>

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></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>
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<td></td>
<td></td>
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</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
<th></th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>UPD outreach services impact students entering the system through orientation programs focusing on increasing student’s knowledge of important safety practices and protocol.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
</tr>
</tbody>
</table>

UPD outreach services impact student entering the system by ensuring a safe and secure
During college (helping students succeed while they are at Cal State East Bay)

UPD outreach services impact student entering the system by ensuring a safe and secure environment in which to study. University actions are directly impacted by the presence of UPD. By statute, policing services are required on campuses to ensure compliance with federal, state and system laws and regulations, to control criminal activity and to promote crime prevention and problem solving.

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

The consequence of not having UPD services for students after college is low.

**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</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.</td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>A community-based policing model requires an appreciation and respect for diversity through an emphasis on community engagement and participation.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</td>
<td>The community-based policing model adopted by UPD may enhance students' university experience through an emphasis on engagement, involvement and interaction on problem-solving and crime prevention.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>New and evolving UPD outreach services emphasize community engagement in problem-solving and analysis. The goal is to engage students in learning more about crime prevention and protection. The strategy will be to produce several community meetings and activities to engage students.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>The community-based policing philosophy promotes organizational strategies that support partnerships and problem-solving techniques to proactively address the conditions that give rise to public safety issues including crime, social disorder, and fear of crime. Through community engagement strategies, understanding and respect for lawful behavior and cooperation with UPD increases.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>The community-based policing model adopted by UPD recognizes that police can rarely solve public safety problems alone and encourages interactive partnerships with relevant stakeholders. The range of potential partners is large and these partnerships can be used to accomplish the two interrelated goals of developing solutions to problems through collaborative problem solving and improving public trust. The public should play a role in prioritizing public safety problems.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social</td>
<td>The community-based policing model adopted by UPD fosters collaborative partnerships between on campus, with other law enforcement agencies and the individuals and organizations they serve to develop solutions to problems and increase trust in police.</td>
</tr>
</tbody>
</table>
**Responsibility**

Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM).

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The community-based policing model adopted by UPD emphasizes proactive problem solving in a systematic and routine fashion. Rather than responding to crime only after it occurs, a community policing model encourages a proactive approach in developing solutions to underlying conditions contributing to public safety problems. Problem solving is infused into all police operations and guide decision-making efforts. The model will encourage UPD to think innovatively about our responses and view making arrests as only one of a wide array of potential responses.

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**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.

Individuals who live, work, or otherwise have an interest in the community—volunteers, activists, formal and informal community leaders, residents, visitors and tourists, and commuters—are a valuable resource for identifying community concerns. Partnerships with these factions of the community can engage the community in achieving specific goals at town hall meetings, neighborhood association meetings, decentralized offices/storefronts in the community, and team beat assignments. As UPD continues to promote the community-based model of policing, greater community involvement and engagement will occur. As community engagement increases, demands for varied services will increase. UPD expects that the kinds of services will change. The emphasis will not be on enforcement as much as prevention and education.

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**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.

Traditional assessment approaches have been utilized to measure quality of UPD services. Measurements rely on numbers of incidents; reporting has been consistent and the university community values the importance of UPD services and the quality. However, policing has evolved and UPD must meet the challenge. The new community-based model of policing relies on problem-solving and community engagement; a departure both in terms of philosophy and practice that requires a systematic change in culture. Changing the climate and culture means supporting a proactive orientation that values partnerships. Formal organizational changes are necessary to support informal networks and communication to support this orientation. New benchmarks are currently being implemented that will assess community satisfaction.

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

Previous measures to improve the quality of UPD, specifically in outreach activities and programs are unknown. UPD does enjoy a collaborative relationship with local policing agencies based on mutual respect and commitment to managing and controlling criminal activity and consistent law enforcement. The emphasis has been on developing consistent techniques and strategies in assessment, investigation, reporting and remediating criminal activity. UPD underwent an extensive audit conducted by the Chancellor’s Office and recently completed all recommendations and closed all findings. New policies and procedures have been
implemented and the new community-based policing model has been initiated. Since the new model signals a change in culture, the full actualization will be strategic and incremental.

Link to Scoring Rubric

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.

Nurturing collaborations with community partners will enhance the quality of UPD services. Partnerships with community police agencies has been a long-standing practice of UPD. Other partnerships, not yet promoted, are also vital. An example is the media. The media represents a powerful mechanism by which to communicate with the community. They can assist with publicizing community concerns and available solutions, such as services from government or community agencies or new laws or codes that will be enforced. In addition, the media can have a significant impact on public perceptions of the police, crime problems, and fear of crime. UPD will be promoting various collaborations and partnerships both on campus and off campus.

Link to Scoring Rubric

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.

Technology increases UPD capacity to communicate. Community policing encourages agencies to develop two-way communication systems through the Internet to provide online reports, reverse 911 and e-mail alerts, discussion forums, and feedback on interactive applications (surveys, maps), thereby creating ongoing dialogs and increasing transparency. Technology encourages effective internal communication through memoranda, reports, newsletters, e-mail and enhanced incident reporting, dispatch functions, and communications interoperability with other entities for more efficient operations. Enhancing technology will provide officers with ready access to timely information on crime and community characteristics either through laptop computers in their patrol cars or through personal data devices. Technology can support crime/problem analysis by enabling agencies to gather and analyze detailed information about offenders, victims, crime locations, and other concerns.

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.

Individual testimonies, interviewing and questionnaires solicit feedback on a case-by-case basis to determine level of satisfaction; however, the feedback traditionally reflects perceptions of methods by which UPD handles problems and incidents. It is a crime-based model in which data is collected following an incident. While it is important to maintain thorough and consistent law enforcement strategies and practices and for the campus community to perceive that UPD is professional and timely, it is vital that the community is engaged and informed.

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.

87% of student responses indicated that UPD provides important services; 76% indicated that the quality of services were good with an overall score of 4.06. 95% of staff responses indicated that UPD services were important with a mean score of 4.48 and 77% indicated that the quality of services were good with mean score of 3.97. The responses confirm the vital role that UPD has in the support of the educational mission; that is, to ensure a safe and secure environment in which to study, learn and grow. The survey underlies the importance of a community-based model of policing in which the entire community is engaged and involved in problem solving and prevention.

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 follows a rigorous protocol, both informally and formally, with regard to treatment and interaction with community members. Clear guidelines exist pertaining to how assessments and investigations are coordinated, witnesses are handled, and interviews are conducted. Standards are published and UPD complies with all law enforcement codes. However, the traditional approach to policing does not ensure the greatest service quality nor does it maximize the impact of service to the community. Under the community policing model, police management will infuse community policing ideals throughout the agency by making a number of critical changes in climate and culture, leadership, formal labor relations, decentralized decision-making and accountability, strategic planning, policing and procedures, organizational evaluations, and increased transparency.

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.

In the past, UPD has measured effectiveness and quality of services by traditional methods. The community-based model of policing adopted by UPD targets the concept of community satisfaction and community welfare. The traditional model of policing focuses on the number of incidents; it is a crime-based enforcement model. Problem-solving and prevention are emphasized in a community-based model. Measurements of community engagement are vital in determining the effectiveness of community policing.

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.

In addition to the typical measures of police performance (arrests, response times, tickets issued, and crime rates) the community-based policing model adopted by UPD calls for a broadening of police outcome measures to include such things as community satisfaction, less fear of crime, the alleviation of problems, and improvement in quality of life. Community policing calls for a more sophisticated approach to evaluation—one that looks at how feedback information is used, not only how it measures outcomes.

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.

1458776.00

Attach your allocated spreadsheet here.
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.

143425.00

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.

5509

Attach your allocated spreadsheet here.

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.)?

No

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.

Measures to improve the efficiency of outreach services are unknown. Collaborations with other CSU campus police departments and with community police departments have been nurtured and resources have been shared during campus emergencies; however, specific ongoing measures to reduce costs and increase efficiency are unknown. With a new Chief who will be focusing on community policing, engagement and problem-solving, greater efficiencies are more likely.

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.

The community-based policing philosophy adopted by UPD focuses on the way that departments are organized and managed and how the infrastructure can be changed to support the philosophical shift behind community policing. It encourages the application of modern management practices to increase efficiency and effectiveness. Community policing emphasizes changes in organizational structures to institutionalize its adoption and infuse it throughout the entire department, including the way it is managed and organized, its personnel, and its technology. Over the next several months, the new Chief will be implementing a variety of methods to improve efficiency. Already, a more strategic and well-defined approach in roles and responsibilities have resulted in performance improvement. Restructuring of roles has reduced redundancies and duplication of effort.

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 provide technological advances to ensure a more robust, sophisticated and comprehensive community-based model of policing. Communication, on-line training, and reporting tools would be enhanced. Additional resources would also allow recruitment of professionals skilled and experienced in the new community-based policing philosophy and strategies.
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.

Strategies for increasing productivity in community outreach programs are already being implemented. Opportunities for collaboration and synergy with other campuses may reduce operating expenses.

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.

7. Other

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

No

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

There are no other departments performing similar functions. There are departments that have complementary functions including any department whose objectives include community outreach, problem-solving, conflict resolution and mediation, emergency preparedness and safety.

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

The community-based policing philosophy and model focuses on the way that UPD is organized and managed and how the infrastructure can be changed to support the philosophical shift behind community policing. It encourages the application of modern management practices to increase efficiency and effectiveness. Community policing emphasizes changes in organizational structures to institutionalize its adoption and infuse it throughout the entire department, including the way it is managed and organized, its personnel, and its technology. Certainly, no other department on campus provides 24/7 police surveillance and security protection and, although, many departments develop and coordinate community outreach activities, UPD stands alone in the emphasis on problem-solving and education programs focusing on security awareness and protection.

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.