Administrative & Operational Services
2022 - 2023 Self-Study
Three-Year Program Review Template
Campus Safety Department

Student Services Division

Statement of Collaboration

The department/office staff listed below collaborated in an open and forthright dialogue to prepare this Self Study. Statements included herein accurately reflect the conclusions and opinions by consensus of the department/office staff involved in the self-study.

Participants in the self-study
Steven S. Selby, Director
Jim McKamy, Coordinator
Nichole Crockrom, Admin. II

Authorization

After the document is complete, it must be signed by the Principal Author, the Department Manager, and (when appropriate) the Dean or appropriate Immediate Management Supervisor (IMS) prior to submission to the Program Review Committee.

Steve Selby

		Director, Campus Safety	
	Steve Selby Steve Selby (Jan 4, 2023 12:32 PST)		Jan 4, 2023
Printed name of Principal Author	Signature	Title	Date
Steve Selby		Director, Campus Safety	
	Steve Selby Steve Selby (Jan 4, 2023 12:32 PST)		Jan 4, 2023
Printed name of Department Manager	Signature	Title	Date
Gil Contreras		Vice President, Student Services	
	Gilbert Contreras (Jan 5, 2023 21:27 PST)		Jan 5, 2023
Printed name of Dean or Immediate Management Supervisor (IMS)	Signature	Title	Date

1.0   Mission and Goals

Mission, Vision, Core Values and College Goals drive all college activities. The Program Review committee would like to understand the connection of your department/office to the Mission, Vision, Core Values and College Goals. Summarize how your department/office supports each area.

Mission: Campus Safety Department maintains a safe, supportive and inclusive environment for the diverse staff, students and visitors to our campus community. We provide a wide range of services like vehicle unlocks and jump-starts. We provide escort service to everyone including mobility-impaired staff or students. Campus Safety Department provides support to individuals in crises from medical emergencies to those who may be victims of crimes.

Vision: Campus Safety Department fulfills the vision of transforming lives by providing a safe education environment so students can reach their full potential. As a key member of the Student Support Services Team (SSRT), Campus Safety Department works with a campus team to support those in need of life safety support, psychological counseling or other personal and critical support to be successful students. Without this support, many would be unable to transform their lives and may fail the educational process.

Core Values: The Campus Safety Department values diversity in the membership of the organization. As an example, the Campus Safety front service desk is staffed with bilingual personnel to serve the needs of both English and Spanish speaking students. The Campus Safety Department also values the partnership we have with community partners. This is very evident by the productive relationship with the Fullerton Police Department. As an example, they not only respond and handle all crimes on campus but also participate in our yearly Active Shooter Drill. More recently, Fullerton PD and the Campus Safety Department work collaboratively on the new city's Safety School initiative to bring safety issues to all schools within the City of Fullerton. The Campus Safety Department also belongs to a professional organization, "California College and University Police Chiefs Association (CCUPCA)." This community partnership allows current and timely sharing of industry information and problem-solving issues that challenge the safety of today's college campuses. The Campus Safety Department also has a good working relationship with Orange County Intelligence Assessment Center (OCIAC). Crime and intelligence information is shared and evaluated locally and nationally by this organization. They have successfully made arrests and stopped criminal activity from the information shared from the Fullerton College Campus.

College Goals: The Campus Safety Department supports the value of community by strengthening the partnership with the safety industry on college campuses. The Director belongs to the California College and University Police Chiefs Association. The professional networking and availability of problem-solving techniques increases the overall safety on our campus for staff, students and visitors.

2.0   Department/Office /Data & Trends Analysis

2.1 Describe the purpose, components, and staffing of this department/office.

Officers are available 24 hours a day, seven days a week to respond to emergent and routine calls involving crimes, medical emergencies, and violations of code of student conduct. As first responders, safety officers frequently handle crimes in progress and detain law violators for the police. In these instances; they exercise authority over individuals consistent with California Penal Code 837. Campus Safety responds to disruptions in the classroom to support safety and a positive learning environment with faculty. Campus Safety Department monitors the fire alarm system on campus and responds to fire alarms. Campus Safety Department protects District property and allows access to facilities by staff, students and visitors. Campus Safety Department

manages the parking permit and parking meter program. The Campus Safety Department manages the lost-and-found property program. The Campus Safety Department responds to service requests for the School of Continuing Education. The Campus Safety Department conducts safety drill scenarios like the Great California Shakeout and an Active Shooter drill. The Great California Shakeout Drill involves about 18,000 students and about 700 staff during the Fall Semester. The Active Shooter drill involves about the same amount of people during the spring semester. The Campus Safety Department supports every major event on the campus from athletics, education, city events to theater events from crowd control to parking to emergency management.

2.2   Staffing – complete the table below. Please list the total number of personnel in each type of position in the department/office. Within each classification in the first column, please list the position titles. For confidentiality, **do not** include the names of any people in the position.

CURRENT STAFF					
Classification (Include position titles)	**# of staff in each position title**	**Percent of employment**	**Months per year of employment**	**Source of funding (General / Categorical)**	**FTE**
Managers	1	100	12	50% General / 50% Categorical	1
Classified					
Admin II	1	100	12	37% General / 63% Categorical	1
Admin I	1	100	12	50% General / 50% Categorical	1
Coordinators	2	100	12	Categorical	2
Officers II	7	100	12	Categorical	7
Officers II	4	100	12	50% General / 50% Categorical	4
Hourly - Adult					
Front Desk	2	30% to 100%	10	Categorical	1
Hourly - Student					
Campus Safety Aid	7	50%	10	Categorical	Est. 2
Professional Experts					
				Total FTE	19

2.3   Other Resources

OTHER RESOURCES				
Please list each position by classification in the department/program	Services Provided	Number of Hours	Overall Cost	Source of funding (General / Categorical)
Independent Contractors				
Mark Groh	Citation appeal hearing officer	36	$3,000	Categorical
Pacific Parking	Parking meter service		$20,000	Categorical
Phoenix Group	Parking citation vendor		$30,000	Categorical
Angelus Pacific	Parking permit vendor		$35,000	Categorical
Volunteers				
Interns				
Total Hours & Costs		36	88,000	
			Total FTE	

2.4   **Utilize the data provided in the tables above in a discussion of the appropriateness of the staffing levels of this department/office.**   Minimum staffing for the work week is three officers on day shift and one coordinator, three officers on the PM Shift and a coordinator, and three officers on early morning shift, Monday through Friday. Minimum staffing for the weekends is two officers on each shift. Based on minimum staffing levels, there should be additional staffing for reliefs of shift officers. There are no relief personnel for District holidays, vacations, and sick time. The entire campus except Campus Safety is off on all District holidays. Campus Safety is required to be on campus during this time. There are 38 days each year that each employee can take off due to sick, personal time, holiday, or vacation. As an example, when an instructor calls in sick a class is cancelled and when a classified employee calls in sick or takes a vacation day, departments go short one employee. When a Campus Safety Officer calls in sick or takes a vacation day, a relief officer needs to fill the vacant shift position. As a minimum, Fullerton College should hire two additional officers for sick/vacation reliefs. Staffing priority was very evident during COVID. Campus Safety was identified as mission-critical department and did not leave the campus like other employees. Staffing and retention of officers has been very challenging. Presently, Campus Safety Department is down one officer and one coordinator position. There will be another vacancy of an officer in one month. Vacancies are common and hiring and retention of officers is challenging. This places additional pressure on officers to work overtime spots.

The Administrative Assistant II position manages the office duties such as budget, coordinates office activities, training logs, payroll, supervises and coordinates training of Campus Safety Aids, schedules meetings and appointments, orders supplies, handles maintenance contracts, vendor negotiations and deals with District personnel and time-keeping issues. The Administrative Assistant I position is a very unique position that is different and challenging than all other Administrative Assistant I positions on campus. The duties are one-of-a-kind. The position is required to handle the communication for crimes in progress, medical emergencies, and disruptive students. The Administrative Assistant I position also has to monitor the fire alarm system, the security door lock system along with interacting with upset students, staff, and the public who come to the Campus Safety Department for questions or complaints. This position, directs officers to routine and emergent calls for service and monitors the response and request for backup during stressful or dangerous situations. This position also handles large amounts of money for payment/purchase of paring permits and citation payments. The Administrative Assistant I Position is also responsible for the entire Lost and Found Program for the campus. Campus Safety Administrative I position needs to be re-classified and described based on its own unique duties, responsibilities and work-related knowledge, skills and abilities. It appears the duties are more in-line with a dispatcher position.

Consideration should be given to hire another full-time Admin I position at the front desk. The number of man hours utilized by hourly employees to staff this position justifies it being a full-time position. It is challenging to recruit, train and retain qualified people to work this front desk position. A 2017 District security assessment recommended hiring additional staff for dispatch services. It is necessary for the safety needs of the campus and the students to have two full-time employees working the front desk to service the needs of the full campus community.

2.5   How does this department/office serve the population of the college? Campus Safety fulfills District Policies of access to buildings and protection of District property. Campus Safety fulfills the mandate of having a safe and secure educational environment on campus for staff, students, and visitors. Campus Safety Officers respond to medical emergencies and crime related events. This department manages District policy concerning all parking permits for staff, students and visitors. This department manages the parking enforcement program on campus. The Campus Safety Department manages the emergency and safety policies on campus. The Campus Safety Department provides services to students and visitors like escort services, unlock services, and vehicle jumpstart services. The Campus Safety Department provides safety services to the School of Continuing Education. Campus Safety Department is part of the Student Support Services Team, (SSRT). The Department conducts safety workshops for staff and students, especially the new Adjunct Faculty Workshop. The Campus Safety Department manages the lost-and-found program. The Campus Safety Department collaborates with emergency service departments like police and fire. The Campus Safety Department manages the parking permit machines on campus and throughout the city's Plummer parking structure. The Campus Safety Department collaborates with the entire campus for special events. The Campus Safety Department manages the Clery mandates for the college

2.6   Since the previous Program Review Self-Study what significant changes have occurred that impact the services of this department/office? The campus has had a substantial increase in weekend classes, facility rentals and homeless individuals visiting the campus. These increases have resulted in extra requests for Campus Safety services by the campus community or organizations that teach or rent the campus facilities.

The Campus Safety Department extended the availability of day permit machines to accept credit card purchases. Recently, the purchase of a permit can be done virtually or by using a QR code. This has helped the students and visitors to the campus to more easily purchase a day parking pass.

The Campus Safety Aids enforce the parking rules on campus. Campus Safety fully integrated a hand-held device to issue parking tickets. The new process has increased the efficiency of officers. It also allows individuals to see pictures of their violation and to pay the citation on-line.

Campus wide expansion of the AED machines better prepare the campus to respond to a medical emergency. Deaths due to drug overdoses has spiked. Specifically, deaths due to Fentanyl are reaching epidemic numbers amount young adults. The Campus Safety Department now has Narcan, a nasal spray that will neutralize the effects of Fentanyl.

2.7   Describe any laws, regulations, trends, policies and procedures or other influences that have an impact on the effectiveness of your department/office. There is an ongoing trend for the immediate area around the campus to have a negative impact on our safe environment. The traffic situation is very congested and the lack of parking exacerbates the situation. This has recently been alleviated by more students taking on-line classes. The City of Fullerton has a significant homeless problem. There is a church across the street from the college and they feed the homeless. The homeless have broken into our vending machines for food. The homeless have slept on our campus grounds and in our buildings. The homeless use of the locker room facilities for showers and restroom needs. Some homeless suffer from mental illness and are threatening to staff and students. The homeless have harassed students in the library by stealing their property. The homeless are frequent drug users. During one contact with a homeless individual breaking into one of our buildings, the officer was stuck by a hypodermic needle. There is also a halfway house one block away from the college. Individuals from the halfway house have had contact with Campus Safety. The campus is wide open to the public with a major street (Chapman Avenue) dissecting the campus. This adds to the influx of traffic and individuals who are not students visiting our campus. The campus is close to gang areas. Graffiti abatement is a challenging issue for the Campus Safety Officers. A large Fullerton gang area, "Fullerton Toker-Town", is three blocks away and many of our students are gang members. There is a high school directly across the street. Periodically, high school students are using marijuana on our campus. Our own students, who have a medical Marijuana card, inaccurately think it is ok to smoke Marijuana on the campus. Fentanyl overdoses are becoming a serious problem locally and nationally. Young men and women are dying at an alarming rate. Campus Safety Department has started providing safety information to the campus community.

Officers are the first responders to emergencies on campus. As a result, they are confronted with crimes-in-progress and the suspect. Campus Safety Officers have been involved in arrests of crimes like sexual assault, grand theft and possession of narcotics, which are all felony crimes. The Fullerton downtown area has many bars. As a result, many patrons of these bars come onto the campus after the bars have closed at 2:00 a.m., especially on weekends.

Nationally, approximately 85% of colleges and universities have their own police department. Our neighboring community college districts of Coast Community College District and Rancho Santiago Community College District are armed departments due to the risk/threat of active shooters on campus. Presently, the Campus Safety Department cannot respond to this present- day risk and threat to the safety of the campus. The Clery Act issues new mandates almost every year.

There is a punitive side to the Clery Act for non-compliance of a civil fine of around $62,000 per violation. Additional work needs to be done to meet the mandates of Clery. Campus Safety Department responds to all medical emergencies for staff, students and visitors on campus. Health Services handles all emergencies that walk through their front door. Health Services for students is almost non-existent for night students. This places a greater burden on Campus Safety Officers. Use of the campus facility on weekends has increased. However, the long-held policy is to not charge a parking fee for those who use the facilities late Saturday and all-day Sunday. The Campus Safety Department opens and closes the facilities. The Campus Safety Department respond to medical emergencies and safety emergencies like fights. This very old and outdated policy needs to be updated. Fullerton College, Campus Safety Department took the lead on updating the Campus Safety Officer District Policy AP 7600. The final draft is now in the review process with all constituent groups on campus.

2.8 Provide any other data that is relevant to your self-study, for example, if you collected data to assess an outcome.

Campus Safety Department provides the following services to staff, students and visitors. This is a sample of statistics for one month.

Classroom unlocks/lock – 197
Vehicle Jumpstarts -12
Lost and Found items handled by front desk staff – 95
Student Parking Permits issued at Campus Safety Office Front Desk-9,000
Emergency Medical Aid incidents- 7
Payments received for Parking Citations-72
Staff Parking Permits issues -400
Electronic Parking Permits for special events – 60
Safety Escorts – 10
Incident Reports – 15
Vehicle Unlocks – 6

Fullerton College is a very ethnically diverse campus. Equal access and a positive welcoming environment starts with parking. Because of limited parking, this can become a major challenge for some students. Campus Safety was able to issue free parking passes to all students for the last three semesters. The number of parking passes are as follows for the Fall Semester:

3.0 Strengths, Weaknesses, Opportunities, Challenges (SWOC)

3.1   Based on your analysis in 2.1 through 2.8, what are the strengths of your department/office?
The strengths of the Campus Safety Department are:

- Creating a safe and secure educational environment
- Responding to routine and emergent calls for service in a timely manner
- Protect District property
- Work cooperatively with the Fullerton Police Department and Fire Department
- Provide a wide variety of services to staff, students, and visitors
- Provide emergency policies and training to the entire campus
- Provide aforementioned services to the School of Continuing Education
- Solving crime problems on campus
- Managing large special events on campus
- Fulfilling District safety policies
- Active member of BIT committee
- Provide general safety information

3.2.   Based on your analysis in 2.1 through 2.8, what are the weaknesses of your department/office? The Weaknesses of the Campus Safety Department are:

- Recruiting, training and retaining qualified Campus Safety Officers continues to be a challenge. Vacancies put a stress on officers who have to work extra shifts to cover the safety needs of the campus.
- Our camera security system has been recently upgraded which is Phase 1. Phase 2 would be the installation of additional cameras in high gathering areas like the quad and cafeteria.
- There is a need for a classification study for the Admin I position at Campus Safety. The duties far exceed the District's job description.
- No armed officer on campus to mitigate risk and threat of an armed combatant
- District policy, SOP's and training needs to be updated for safety officers
- The updated draft for Campus Safety policy needs to be finalized. The process is difficult.
- Covering the front desk area with hourly employees is not best practices. This part-time position needs to be filled with a full-time position.

3.3   Based on your analysis in 2.1 through 2.8, what opportunities exist for your department/office? A campus-wide discussion should take place about the recommendation of armed officers on campus. There are a number of different approaches to accomplish this goal. Safety officers have voiced a strong support for this action. Both staff and students have brought forth the subject of armed assailants on campus. Recent shootings across the nation remind us of this risk and threat to our campus.

3.4   Based on your analysis in 2.1 through 2.8, what challenges exist for your department/office?
- Hiring, training and retention of hourly and classified officers.
- Budget adjustment of parking permits and citations to fully fund the department.
- Staying current with training of Campus Safety Officers.
- Dealing with homeless individuals, especially mentally challenged individuals on campus.
- Changing the parking permit requirement for late Saturday and Sunday parking for outside groups.
- Staying current with Clery mandates

4.0   Outcomes Assessment

<mark>**Note**: Sections 4.8 and 4.9 are new. Please review before filling out your outcome tables below.</mark>

4.1   List your outcomes and complete the expandable table below.

	What are your program outcomes?	When was the Assessment completed?	When did you analyze the data?	When were the changes made?	Number of Cycles Completed
1.	- Expand automated ways to buy a parking permit for staff, students and visitors	1/3/2021	1/3/2021	6/1/2022 and 10/1/2022	Fall Semester implementation, internet program and QR code purchase
2.	Expand security cameras for quad and cafeteria and PA system for entire college	Pending budget approval	10/1/2022	Ongoing request	Not yet implemented

4.2   Assessment: Complete the expandable table below.

	Intended Outcomes	How will you determine if the outcome is met?	How will you collect the data?	Can this data be disaggregated at the student level?	What will the results show?
1.	- Radios purchased - Training completed - Interoperability with Cypress and Anaheim - Signed agreement with OCSD for broadcasting to blue channel for emergency backup- Control 1	-Purchased 22 digital radios -Installed radios in all patrol vehicles -Monitoring testing to Control 1 (OCSD)	- Each shift tests communication with Control 1	-Better range of communication for officers. -Ability to communicate with safety officers at Anaheim and Cypress. - Ability to call for assistance during emergencies through Control 1	- Radios purchased - Training completed Interoperability with Cypress and Anaheim - Signed agreement with OCSD for broadcasting to blue channel - Control 1
2.	Purchase of parking permits on-line and using a QR code	Individuals purchasing permits, on-line	The receipts from the parking permit machines indicate that39% of purchases are now on-line purchases	No	Equal and better access to the college campus for all constituent groups and visitors.

4.3   How has assessment of outcomes led to improvements <u>in services</u> provided to students by this program?

The main service of Campus Safety is the protection of staff, students and visitors. Also, the protection of District and private property. The digital radio system enhances our communications capability to respond to safety requests and emergencies. Also, the digital radios have recently been programed so Fullerton Campus Safety Officers can communicate with Cypress College and Anaheim. Also, it allows Anaheim officers, who need assistance, to communicate their need to Fullerton officers. The digital radios also allow officers, in need of backup, to request assistance through the digital radio to Orange County Sheriff's Department over their blue channel, control 1. This is a great improvement of officer safety for our Fullerton Campus Safety Officers.

The campus needs expansion of the security camera system. The most pressing need is to cover the area of the campus where we have large groups of students like the quad and the cafeteria. During a recent emergency, it was discovered that outside broadcasting system would enhance the overall safety of the campus. This is a new identified need and the discussion has just started about defining need and funding a broadcast system.

4.4   How has assessment of outcomes led to improvements <u>in student learning and achievement</u>?

The enhancement of on-line and QR code purchase of parking permits makes the campus more accessible to all students. An up-to-date radio communication system supports students who may be in an emergency or crises to get help quickly.

4.5   What challenges remain to make your department/office outcomes more effective?

Funding for security cameras and consideration for more monitors at the Campus Safety desk. The radio system is operational. There are a few dead spots on the campus and that weakness needs to be fixed by our communications vendor.

4.6   Describe how the department's/office's outcomes are linked to [college goals](#).

4.7   Describe how the department's/office's outcomes support the achievement of the [institution level SLOs](#).

4.**8   A. What methods are used to assess the department/office's effectiveness to the population that interacts with your department/office?**

The goal of student learning and student success appears to be academic in nature as the District function is that of education. Since the Campus Safety Department provides services not primarily that of education, assessment of effectiveness is subjective at times.

Methods to evaluate effectiveness include visiting with constituent groups and having a collaborative discussion about service needs. These meetings give rise to a number of different actions. For students, Campus Safety provided safety lectures to many different groups, (international students, associated student government, faculty) and the college as a whole. Campus Safety developed a safety brochure which is available to all students and is posted on-line. Campus Safety worked with a committee to develop and participate in new Adjunct

Faculty Orientation program. Campus Safety provides services to staff, students and visitors 24/7. As an example, data from section 2.8 indicated Campus Safety provided services 9,774 times in one month. Take just one area of service like medical emergencies. During these stressful and life-threatening times, Campus Safety is providing the highest level of service to the student. Campus Safety Department also has a Service Comment Form that anyone can file with the Director of Campus Safety to complain about their level of service. There were no complaints filed against Campus Safety during the last three years.

B. What do the results of the above methods of assessment indicate about the effectiveness of the department/office?
Campus Safety Department provide a wide range of services to the entire campus. The specialized services are responding to medical emergencies and crimes in progress. There is no other department on campus capable of providing these services. During COVID, the Campus Safety department was considered mission critical for the district. When all other employees were home, Campus Safety worked every day, 24 hours each day.

C. How were the assessment results used to make improvements to services provided by this department/office? Please provide examples.
Campus Safety realized the first two weeks of school, students are adding classes and paying for their parking permits (late registrants). Campus Safety expanded the office hours to 7:30 AM to 8 PM for the first 2 weeks of school to improve services to students; including night students.

4.9 **At least one outcome listed in 4.1 should address the following**:

A. List the outcome that focuses on individual student learning or actions.
Students should be able to access the campus at anytime they desire for their education goals. Campus Safety issued free parking permits to students for the last year.

B. Identify methods to assess outcomes in such a way that the data can be disaggregated.
The following students received free parking passes:

Ethnicity	Count
Asian	2,059
Black/African American	517
Filipino	79
Latina/o/x	10,873
American Indian	25
Pacific Islander	34
Two or More Races	1,410
White	2,999
Unreported	470

C. Identify a process for using outcome assessment data to improve your department's/office's services.
Issuing 18,466 free parking permits to all students allows easy access to the full campus and makes the student feel welcomed, especially new students.

D. Identify a process for assessing outcomes and collecting data that can be used to build dashboards (where applicable).

4.10   Outcomes Equity Analysis

A. Looking at the one outcome from 4.9, do you find significant differences by race, ethnicity, gender, and other categories? Describe here what the data shows. What strategies will you use to close the attainment gaps among groups of students? What kinds of professional learning would help? N/A

5.0   Evaluation of Progress Toward Previous Strategic Action Plans

5.1   List the strategic action plans from your last self-study/program review.
1. Automate parking citation program
2. Replace old electric carts with new carts
3. Classification study for director position
4. Evaluate security camera system for upgrading
5. Add additional staff

5.2   Describe the level of success and/or progress achieved in the strategic action plans listed above.
1. Parking citation program automated and operating at a successful rate
2. Two new electric carts purchased to replace old carts
3. Classification study completed for director position.
4. Phase I of security camera system is completed. All analog cameras replaced by digital security cameras. More needs to be done including a PA system for the college.

5.3   How did you measure the level of success and/or progress achieved in the strategic action plans listed above?
1. Success was evaluated by skill level of employees, ease at processing billing and payments and the volume of citations. There were no process problems and the billing time was reduced by about 2 to 3 weeks per citation. The new system is gathered in the Cloud and allows individual pictures of their cars.

2. The new electric carts are used, on a daily basis, to patrol the vast parking lots on campus, to transport DSS students to class, to transport injured students to Health Services and to provide escort services to individuals needing a safe transportation. It is estimated that Campus Safety provides over 100 escort service requests a year.

3. Classification study for the director did increase the salary for the position. The director's salary is now within industry standards.

4. The upgrade of the security camera system has increased the ability to view areas on campus and to use security footage in investigating crimes. Digital footage of crimes on campus has been a major part of evidence provided to Fullerton PD on incidents occurring on campus.

5.4   Provide examples of how the strategic action plans in the last cycle contributed to the continuous quality improvement of your department/office.

Goal #1- automate parking citation program. The parking citation program was an old paper system that took almost three weeks for each citation to be mailed to a vendor, have them do data entry and then send out lawful notices to individuals. It was a very outdated and work intensive system. We now have a new automated system. A computer hand-held device is used to write a citation and instantly send the information to the vendor for payment. Individuals can look-up pictures of their vehicle violating the parking rules. They can also pay their citations that same day. We have experienced better customer service, efficiencies in the process and increased revenue.

Long Term Goal #1- Replace two outdated electric carts. The carts were approaching 12 and 15 years old. They were not reliable. There is a very important need to have reliability in transportation when responding to medical emergencies or other requests of a safety nature. We now have two new carts that are reliable and have been used in numerous emergent and routine service requests by faculty and students.

Long term Goal #2- There was a classification study completed for the director position. The classification study provided a change in salary for the director position.

Long Term Goal #3-Evaluate entire security camera system- Phase one of the security camera system was finished in 2015. Over $200,000 was spent to upgrade our cameras. There needs to be further work done on security cameras for high traffic areas like the cafeteria and the quad. Finally, when the college starts to build new buildings from Proposition J, security cameras need to be integrated into each building. Along with the security camera system, a PA system needs to be evaluated for emergency purposes. Recently, Campus Safety completed a security system plan for each new building which includes door locking systems and security cameras.

5.5   In cases where resources were allocated toward strategic action plans in the last cycle, how did the resources contribute to the improvement of the department/office?

Security cameras- increased level of security and a tool for investigating crimes where the suspect was caught on camera. New electric carts which allow officers to respond to requests for services faster and in a more reliable fashion. They are used every day for medical emergency requests, safety requests and transporting DSS students to their classes.

5.6.   If funds were not allocated in the last review cycle, how did it impact your department/office?

Funds for an expanded security camera system and an emergency PA system needs to be identified. Recently, there was a large gas leak cloud that passed through the campus. Emergency notification of a lock-down was made to all offices and classrooms within buildings. That was effective. However, individuals outside the buildings never heard the warning and could have been placed in an unsafe location with no way of communication to them.

6.0   Strategic Action Plans (SAP)

Using the tables below, list the strategic action plans (SAPs) for your program. These plans should follow logically from the information provided in the self-study. Use a separate table for each SAP.

SAPs for this three-year cycle:

STRATEGIC ACTION PLAN # 1	
Strategic Action Plan Name:	Clery mandate, Campus Security Authority
List College goal/objective the plan meets:	College Goal #: Objective #: Comply with federal Clery mandate to identify Campus Security Authority personnel. Create a training program. Train all personnel on their responsibility to report Clery defined crimes. Make reporting document to report Clery crimes.
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	Director Selby responsible to work with District Safety Directors to develop a training program, train required personnel and make a reporting document used by entire District. This will impact about 30 individuals from each campus.
What *Measurable Outcome* is anticipated for this SAP?	Complete goal number one and two by the reporting time for the next Clery Annual Security Report due each year by October 1st.
What specific aspects of this SAP can be accomplished without additional financial resources?	Only resource necessary for this SAP is time for on-duty personnel.

If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	**Requested Dollar Amount**	**Potential Funding Source**
Personnel		
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	0	

STRATEGIC ACTION PLAN # 2

Strategic Action Plan Name:	Added full-time staffing for desk operations
List College goal/objective the plan meets:	College Goal #: Objective #: Hire a full-time employee to staff the desk
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	The desk operation uses 3 to 4 hourly employees. The cost for these hourly employees would almost fully fund a full-time CSEA desk person. This would increase coverage and efficiency at the desk position. The hiring, training and retention of part-time desk staff is difficult.
What *Measurable Outcome* is anticipated for this SAP?	The addition of a full-time staff individual to perform desk duties. It would reduce the hourly employees assigned to desk duties by 75%.
What specific aspects of this SAP can be accomplished without additional financial resources?	The overall costs of 3 to 4 part-time employees versus one full-time is very small. The benefits far outweigh the small additional cost of a full-time employee.

If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.

Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	$67,068	Categorical funding
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	$67,068	

STRATEGIC ACTION PLAN # 3

Strategic Action Plan Name:	Vehicle replacement plan
List College goal/objective the plan meets:	College Goal #: Objective #: Vehicle replacement program: Replace vehicles that reach 100,00 miles for dependability and reduce repair costs.
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	The Campus Safety vehicles are used 24/7. The wear and tear on the vehicles far outweigh the mileage recorded for each vehicle. This is because they patrol the campus at a slow rate of speed and the engine idles as officers are out of the cars doing services or investigations.
What *Measurable Outcome* is anticipated for this SAP?	The vehicles are needed each day to respond to requests for service by staff, students and visitors. The vehicles are required to be dependable. Newer vehicles reduce down-time and repair bills to keep the patrol vehicles, operational. It is estimated that repair bills will be reduced by 50%
What specific aspects of this SAP can be accomplished without additional financial resources?	There is a small reduction of the costs of a new replacement vehicle due to trade-in value of a used vehicle. However, additional funds are needed to accomplish this SAP.

If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.

Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment	$50,338	General Fund
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	$50,338	

STRATEGIC ACTION PLAN # 4

Strategic Action Plan Name:	Campus Resource Officer
List College goal/objective the plan meets:	College Goal #: Objective #: Providing an armed police officer on campus
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	A security assessment of the District was completed in 2017. It identified a number of issues that would make the campus safer. One recommendation was to have armed officers on campus to mitigate armed combatants. The risk and threat of an active shooter or a knife-wielding individual is real. Within the recent past, there was a number of students critically injured by a knife-wielding individual in Merced. There was a staff member killed on Cal Poly Pomona's campus by a knife-wielding individual. There were multiple individuals killed on the Santa Monica campus. These are examples of life-threatening events in California.
What *Measurable Outcome* is anticipated for this SAP?	These types of incidents have been critiqued by the FBI. One common thread is the time it takes to engage the combatant. Time delay to respond to these horrific incidents result in loss of life. An armed officer on campus would not be delayed as the local police department would respond to this type of incident. The response time would be many minutes quicker than the local police. Also, by having an armed officer on campus, the presence of this officer may dissuade an armed combatant.
What specific aspects of this SAP can be accomplished without additional financial resources?	Financial resources would have to be identified to fulfill this SAP. The safety of the campus should be a high priority when evaluating funding for this SAP compared to other requests.

If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.

Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	$100,000	General Fund
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	$100,000	

STRATEGIC ACTION PLAN # 5

Strategic Action Plan Name:	
List College goal/objective the plan meets:	College Goal #: Objective #:
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	
What *Measurable Outcome* is anticipated for this SAP?	
What specific aspects of this SAP can be accomplished without additional financial resources?	

If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.

Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount		

7.0   Long Term Plans

Describe the long-term plans (four-six years) for your department/office. Please consider future trends in your narrative.

There was a District Safety Committee started a few years ago. One of the major goals was to update the AP 7600 Campus Safety Officer position. This committee is embarking upon a drastic change in all three Campus Safety Departments. The initial stage is a major re-write of policy. This will take time as it needs to be developed, reviewed by the union and reviewed by legal counsel. Once the policy is completed and approved by the Board, a new and updated training program will be required. When completed, it will enhance the professionalism of our Campus Safety Departments and align policy with practice.

Another recommendation of the security assessment was the recommendation to have an armed officer on campus to mitigate incidents like an active shooter. This subject will need extensive discussion and debate as the campus community has strong feelings about this subject. Funding is another major consideration for this recommendation. However, this District remains against hiring an armed officer on campus.

Fullerton College Goal of Strengthen connection with the community is becoming critically important to stay abreast of safety issues effecting college campuses by networking with other professionals and professional groups. The Director belongs to The California College and University Police Chiefs Association (CCUPCA). He attends two symposiums each year to stay abreast of critical issues and to network with other safety professionals. New technologies are discussed at these symposiums along with safety trends on college campuses. This networking is important to take a proactive role when dealing with safety issues on campus. Moreover, a good working relationship with Fullerton Police Department is critical.

As the college builds additional buildings, additional officers will need to be hired to provide services for these new buildings. Moreover, the 24/7 operation of Campus Safety staff has never had a relief factor for this 24/7 requirement. When most classified staff take a vacation or sick day, the department goes short one staff member. When a Campus Safety Officer has a variance, a fill-in officer is required to fill the vacant position. The campus cannot go without a safety officer on duty. However, a relief factor has never been considered for the Campus Safety Department. This issue needs serious consideration.

7.1   Describe in detail your need for additional resources as listed above (if applicable)

8.0   Self-Study Summary

The Clery mandates are evolving, new each year and it is a challenge to stay current. The Clery mandates are a District mandate, not a Campus Safety mandate. However, the burden of compliance has been shifted to Campus Safety. Many colleges develop a committee to deal with Clery. Other colleges or Districts hire a full-time Clery compliance officer. Again, the fine for one mandated item not covered is $62,000. The University of Montana was recently fined $966,614 for inaccurately reporting Clery crimes for their campus. The Clery Handbook that lists all compliance issues is voluminous. Compliance takes a great deal of time for the Director. Over the last few years, additional duties and responsibilities have been added to the Director's position. It has now reached the saturation point. Responsibilities like Clery, campus drills, threat assessment team member, building and floor marshal program, Emergency Operations Center Program (EOC) takes away time from managing the Campus Safety Department. Many colleges hire an individual responsible for Clery. Many colleges hire an Emergency Operations Manager that is responsible for drills and the EOC program. There is a goal of meeting all important safety issues on campus. However, it is a challenging environment with all the mandates placed on a safety director.

A consistent Security Plan for all future building has been needed for quite some time. As an example, in the past deans have identified security measures in buildings. Today we have some buildings with security cameras and others with none. There was no consistent thought about an overall security plan. Campus Safety developed one and it will increase the overall safety of our campus for all new buildings.

The risk and threat of an active shooter has been identified in the District's Security Assessment. It is a subject that has been discussed within restricted areas of the District. NOCCCD is one of the few districts that is not providing armed officers on campus to mitigate an active shooter or armed combatant threat. Our present plan is to call the local police department and wait for their response. The FBI critique of active shooter situations identified the time-response element as the most important aspect of stopping a shooter. Waiting for the local police department response places individuals at a higher risk than having an armed officer on campus.

The Campus Safety Department has had vacancies for over a year. It is difficult to recruit, train and retain highly qualified officers. The recent upheaval in the nation's police force has added a new challenge to public safety. Cities, counties and states have gone from defund the police to trying to hire police to reduce sky-rocketing crime rates. Presently, all city, county, state and federal agencies are trying to hire additional police. This makes the hiring and retention of school safety officers much more difficult.

9.0   Publication Review

Fullerton College is committed to assuring integrity in all representations of its mission, programs, and services. As such, during the program review self-study process departments/offices are required to document their publications (websites, brochures, magazines, pamphlets, etc.) that are used to promote programs and services to the campus community and community at-large. This review should specify when the publication was last reviewed, if the information in the publication is accurate, and if the information correctly represents the college's mission, programs, and services.

Information on the college's graphic standards is available here: http://news.fullcoll.edu/campus-communications/web-help/graphics/.

Note: In the far-right column please provide the URL where the publication can be accessed. If it cannot be accessed via the Internet, please provide a sample of the publication with your program review self-study. If you have any questions about what type of publication should be included, please contact Lisa McPheron, Director of Campus Communications at lmcpheron@fullcoll.edu.

For publications that you have identified as inaccurate, please provide the action plan for implementing corrections below.

Publication	Date last reviewed	Is the information accurate?	URL of publication
Safety Brochure	October 2022	Yes	https://campussafety.fullcoll.edu/wp-content/uploads/sites/72/2022/12/FC-Safety-Tips-2022.pdf
Active Shooter	November 2022	Yes	https://campussafety.fullcoll.edu/shots-fired-on-campus/
Parking	November 2022	Yes	https://campussafety.fullcoll.edu/parking/

Routing & Response Page
Originator → IMS → Program Review Chair → Appropriate President's Staff Member

Originator: *Electronically submit completed Program Review to Division Dean/IMS for review.*

Appropriate Immediate Management Supervisor (IMS): *Select one and provide response if necessary. Forward electronically to appropriate Vice President's Office.*

RESPONSE

Printed name of IMS	Title	Date

☐ *I concur with the findings contained in this Program Review.*

☐ *I concur with the findings contained in this Program Review with the following exceptions (include a narrative explaining the basis for each exception):*

Area of exception:

_____

_____

☐ *I do not concur with the findings contained in this Program Review (include a narrative explanation):*

_____

_____

Appropriate President's Staff Member: *Print Program Review, sign, and route both hard copy and electronic version to Program Review Chair.*

ACKNOWLEDGING RECEIPT

Printed Name	Signature	Title	Date

Fullerton College Mission Statement

MISSION

Fullerton College advances student learning and achievement by developing flexible pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We foster a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members.

VISION

Fullerton College will transform lives and inspire positive change in the world.

Approved by Fullerton College President's Advisory Council and accepted by President Schulz May 2017.

VALUES

Community
We promote a sense of community that enhances the well-being of our campus and surrounding areas.

Diversity
We embrace and value the diversity of our entire community.

Equity
We commit to equity for all we serve.

Excellence
We honor and build upon our tradition of excellence.

Growth
We expect everyone to continue growing and learning.

Inclusivity
We support the involvement of all in the decision-making process.

Innovation
We support innovation in teaching and learning.

Integrity
We act in accordance with personal integrity and high ethical standards.

Partnership
We work together with our educational and community partners.

Respect
We support an environment of mutual respect and trust that embraces the individuality of all.

Responsibility
We accept our responsibility for the betterment of the world around us.

FINAL 22-23 -Prog-Rev-ADMIN OPS-TEMPLATE-Dec 21.2022 revision

Final Audit Report   2023-01-06

Created:	2023-01-04
By:	Nichole Crockrom (ncrockrom@fullcoll.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAGg9-moYyZPkT1dOkB0TZQ7jBMEy1YNcX

"FINAL 22-23 -Prog-Rev-ADMIN OPS-TEMPLATE-Dec 21.2022 revision" History

Document created by Nichole Crockrom (ncrockrom@fullcoll.edu)
2023-01-04 - 0:56:11 AM GMT- IP address: 207.233.84.17

Document emailed to Steve Selby (sselby@fullcoll.edu) for signature
2023-01-04 - 1:00:33 AM GMT

Email viewed by Steve Selby (sselby@fullcoll.edu)
2023-01-04 - 5:24:36 PM GMT- IP address: 207.233.84.16

Document e-signed by Steve Selby (sselby@fullcoll.edu)
Signature Date: 2023-01-04 - 8:32:42 PM GMT - Time Source: server- IP address: 207.233.84.16

Document emailed to Gilbert Contreras (GContreras@fullcoll.edu) for signature
2023-01-04 - 8:32:43 PM GMT

Email viewed by Gilbert Contreras (GContreras@fullcoll.edu)
2023-01-06 - 5:27:21 AM GMT- IP address: 104.47.70.126

Document e-signed by Gilbert Contreras (GContreras@fullcoll.edu)
Signature Date: 2023-01-06 - 5:27:30 AM GMT - Time Source: server- IP address: 104.10.169.192

Agreement completed.
2023-01-06 - 5:27:30 AM GMT