

**Program Review  
Self-Assessment**

**Department of Public Safety (DPS)**

**University of the Pacific  
Stockton**

**2012-2013**



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## **Introduction**

### **Program Overview**

This program review is being submitted for the Stockton campus only. McGeorge Law School and the Dugoni School of Dentistry will submit their program review independently. The University of Pacific Stockton campus is one of three private universities in the State of California with public police powers. The Department of Public Safety receives its police powers through a Memorandum of Understanding (MOU) with the City of Stockton. (See attachment #1). This MOU allows officers to enforce the laws on the Stockton campus and the streets surrounding the campus. The boundaries of the department's patrol area of coverage are set by the M.O.U. (see attachment #2 for map).

Police operations have two components, service and enforcement. Both components are important to Public Safety as officers must deliver both styles of policing at any given moment. Dispatch receives a variety of calls that range from service calls such as unlocking a room or jumping a car battery to enforcement calls. Some calls are officer initiated while on patrol. Officers also receive valuable information while interacting with the campus community while on bicycle or foot patrol.

In addition to providing a safe and secure environment to students, Pacific's Department of Public Safety has other responsibilities in planning, staffing and managing special events with the university community as well as community members. The Department also oversees the campus shuttle system and the S.T.R.I.P.E.S. escort program.

Finally, Through its close relationship with Student Life, Public Safety is very engaged with safety and prevention education, including workshops, personal defense classes, and newsletter and website crime prevention education further described in Part Two of this report. The director of public safety co-chairs the Pacific Alert Team with the associate vice president for student life, including directing training and preparedness exercises and responding to actual emergencies. Officers and non-sworn staff partner with the campus community to provide an educational component to their learning process through safe, helpful, educational, fun, and engaging process for Pacific students.

### **Self-Review Process**

In August 2011, Security Risk Management Consultants, Inc. (SRMC) was commissioned to conduct an external assessment of the University of the Pacific Stockton campus to identify the security risk level to which Pacific is exposed (see attachment #3) and to offer recommendations to improve safety

and security on campus. This review was conducted in advance of the department's self-review and permitted the department to reference, build on, and respond to the observations and recommendations of the consultants.

### **Methodology of Assessment for the External Review**

The assessment process included a physical survey of key areas across the University's campus, a review of current security technologies, a review of University safety, emergency management, security, and police policies and procedures and discussions with administrators, key stakeholders, and other members of the University community including representatives of the Stockton Police Department and representatives of the Miracle Mile business Special improvement District.

The assessment was conducted by Elliot A. Boxerbaum, CPP, CSC and John R. Kleberg, M.Ed., beginning in August 2011 and included meetings, interviews, a review of area crime statistics and Clery reporting, the testing and evaluation of security technologies, document reviews, safety, environmental health, and security program reviews, crime/incident trend data reviews, and site surveys. Input was received from a cross-section of University staff and the Stockton Police Department. Safety and security programming is a delicate balance of responses to potential risks, such as criminal or aberrant activities, university and community emergencies, fires, or hazardous materials incidents, with organizational mission and culture, cost, and perceived need.

The consultants advocated a "systems" approach that includes the application of security and safety technologies, appropriate policies and procedures, and the assignment of individual and organizational responsibilities to various personnel and entities in order to achieve the most highly regarded industry standards for university security operations. Pacific had already been following a systems approach, and the department found useful many of the recommendations from the external consultants that built on processes and approaches already in place. The consultants' report noted that Pacific's safety and security programming efforts should continue to be consistent with the risks inherent in its campus environment and with the University's mission.

The key to successful safety and security programming is the development and implementation of an appropriate philosophy and policies, a viable technology infrastructure, the support of key University administrators, and the empowerment of professionally trained, properly equipped personnel. Efforts to determine the University's current level of preparedness were based on the premise that effective programming requires an understanding of risks and the balancing of four critical elements:

- Technologies that are purchased and installed based on an assessment of need and properly utilized, monitored, and maintained.
- Organizational policies, procedures, and processes that address specific needs, are well-written, complied with, and routinely audited
- Professional management and staffing of the University's Public Safety Department
- Stakeholder training and participation in safety and security programming efforts.

As part of this program review process, the Department of Public Safety continually conducts a self-review and evaluations of its operations, crime prevention program, events management, resource allocations, training S.T.R.I.P.E. program, and Student Advocate Program. This self-study report was written and prepared by the Director of Public Safety in consultation with Public Safety staff and the Vice President of Student Life.

### **CAS Standards**

The Department of Public Safety under the Division of Student Life began the review process in July, 2011, which was prior to the adoption of institutional program review guidelines. Integrated into this self-study are the key elements required of the new University Institutional Effectiveness Committee guidelines, including a section committed to student satisfaction, along with the evaluation guidelines from the Council for the Advancement of Standards (CAS). This report is written to address the twelve anticipated components of standards and guidelines established by CAS, that we were able to obtain in draft form in anticipation of their publication later this year. (see attachment #4). The relevant CAS standard is printed in bold font in the report following, with Public Safety's response to how the standard is currently met following each standard.

## PART I: MISSION

***Campus Police and Security Programs (CPSP) serve to provide a safe and orderly campus by enforcing the law, enforcing institutional and community standards, and fostering students' learning and development through the provision of safety education. CPSP must develop, disseminate, implement, and regularly review its mission. The mission must be consistent with the mission of the institution and with professional standards. The mission must be appropriate for the institution's student populations and community settings. Mission statements must reference student learning and development.***

The Department of Public Safety (DPS) is assigned under the umbrella of the Division of Student Life. Although other universities have their Public Safety unit assigned under a variety of different divisions, Public Safety has a good working relationship with students and other relevant University support services under this structure. Its organizational structure permits public safety to be part of all of Student Life's programs and initiatives from the beginning. This has proved to be particularly important as the security challenges from the City of Stockton have increased.

The department's mission statement reflects the relationship with Student Life and aligns with the mission statements of the University of the Pacific and with Student Life. The University of the Pacific Public Safety Department wishes to develop and maintain a most positive relationship with all members of our community. To effectively serve the university, a supportive community-oriented approach to law enforcement is essential. As a result, the members of the department are committed to providing quality customer service and adhere to the principles of the mission statement.

The mission statements of the University, the Division of Student Life, Public Safety and other relevant University support services under this structure shows Public Safety is able to work effectively in partnership with Student Life staff on its education mission for Pacific students to teach safety awareness and responsible decision making behaviors. The department's mission statement reflects and aligns with the educational mission of Student Life and also that of the University.

The University of the Pacific Public Safety Department wishes to develop and maintain a most positive relationship with all members of our community. To effectively serve the university, a supportive community-oriented approach to law enforcement is essential. As a result, the members of the department are committed to providing quality customer service, reflect community-based

policies and practices in the work of the department, and conscientiously adhere to mission-based principles. The three mission statements of the University, Division of Student Life and Public Safety are:

- The **University of the Pacific's mission** is to provide a superior, student-centered learning experience integrating liberal arts and professional education and preparing individuals for lasting achievement and responsible leadership in their careers and communities.
- **Student Life at Pacific** provides exceptional service and support to our students. Through innovative thinking and dynamic programs, each Student Life member focuses on all aspects of a student's personal growth and educational experience. We commit to developing a campus culture that values diversity, integrity, collaboration, leadership, respect, and the connection of individuals to the community. These values transcend our individual roles and departmental functions and unify us as a division.
- **The Department of Public Safety** mission is to promote the quality of life on the University of Pacific campus by working in partnership with students, faculty and staff to provide a safe and secure environment, recognizing and respecting the diversity and uniqueness of the University of Pacific, being sensitive and responsive to the campus community in an efficient and effective manner, and responding to the ever-changing needs of our community.

The vision for the Department of Public Safety is to address the university's needs to maintain a safe and orderly campus so students can focus on their studies. The vision of a safe campus is to:

- communicate and enforce applicable laws and ordinances
- collaborate with appropriate university divisions and programs to develop, disseminate, interpret, and enforce campus policies and procedures
- protect rights of students, employees, and visitors in the administration of campus police and security programs and enforcement of the law
- respond to student behavioral problems and violations of the law in a fair and consistent manner
- facilitate and encourage respect for the law, campus safety, and university policies and procedures.
- initiate and encourage educational activities that serve to reduce violations of the law and of campus regulations

### **Our Values**

Values are ethical statements of principle that bind us together as an organization. Values form the ethical basis for our decision-making. As individuals and as an organization, we subscribe to these values:

**Integrity:**

Basing our decisions on what is legally and ethically right, safeguarding the legal rights, privileges and dignity of all people.

**Trust:**

Maintaining the highest level of trust and honesty with those we serve by holding ourselves to the highest standards of performance.

**Commitment:**

Exhibiting the spirit of determination and dedication that leads to professionalism and the achievement of excellence in every endeavor.

**Courage:**

Sustaining the mental, moral and physical strength necessary to carry us through the challenges of policing.

**Education:**

We support the educational climate of University of Pacific and are dedicated to the concept of life-long learning. We will adapt to change and prepare for future challenges through professional growth.

**Teamwork:**

We foster collaboration among our employees. We work in partnership with community and other agencies to ensure focus and commitment to achieving goals.

DPS encourages appropriate individual and group behavior as well as serving the campus community by reducing disruption, harm, and violations of university policies and procedures.

**Public Safety’s Overall Rating for “Mission” (highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

**Recommendations**

DPS will continue its current efforts to review, update, and reorganize the department’s vision statement in order to reflect the ever changing safety concerns of the University of the Pacific’s community. Crime in the City of Stockton consistently changes and Pacific’s Department of Public Safety must change with it to address its impact on the Stockton campus as it has become the priority concern of its residents.

## PART 2: PROGRAM

***The formal education of students, consisting of the curriculum and the co-curriculum, must promote student learning and development outcomes that are purposeful, contribute to students' realization of their potential, and prepare students for satisfying and productive lives.***

***Campus Police and Security Programs (CPSP) must collaborate with colleagues and departments across the institution to promote student learning and development, persistence, and success.***

***Consistent with the institutional mission, the CPCS must identify relevant and desirable student learning and development outcomes from among the six domains and related dimensions:***

***Domain: knowledge acquisition, integration, construction, and application***

- ***Dimensions: understanding knowledge from a range of disciplines; connecting knowledge to other knowledge, ideas, and experiences; constructing knowledge; and relating knowledge to daily life***

***Domain: cognitive complexity***

- ***Dimensions: critical thinking, reflective thinking, effective reasoning, and creativity***

***Domain: intrapersonal development***

- ***Dimensions: realistic self-appraisal, self-understanding, and self-respect; identity development; commitment to ethics and integrity; and spiritual awareness***

***Domain: interpersonal competence***

- ***Dimensions: meaningful relationships, interdependence, collaboration, and effective leadership.***

***Domain: humanitarianism and civic engagement***

- ***Dimensions: understanding and appreciation of cultural and human differences, social responsibility, global perspective, and sense of civic responsibility***

**Domain: practical competence**

- ***Dimensions: pursuing goals, communicating effectively, technical competence, managing personal affairs, managing career development, demonstrating professionalism, maintaining health and wellness, and living a purposeful and satisfying life***

***Where institutions provide distance education, the CSPS must assist distance learners to achieve their educational goals by providing access to information about programs and services, to staff members who can address questions and concerns, and to counseling, advising, or other forms of assistance.***

**Programming:** The Department of Public Safety has several models of programming. The first is in a supportive role by providing a safe environment on and around the “collar” of campus. This allows students to focus on their studies and not their safety especially on an open campus in the middle of Stockton. Stockton was recently ranked #2 in the State of California in terms of violence (see attachment # 5). Providing a safe environment is associated with the department’s mission and with the mission of the University of the Pacific to allow students the best environment for academics. The following are programmatic ways that Public Safety collaborates with other divisions to assist in ensuring a safe environment aligning with Public Safety’s mission and the mission of the University of the Pacific which allows students the best environment for academics.

**Orientation**

Public Safety presents an informational for incoming freshmen and their parents entering the Stockton Campus community during orientation each year to explain the services offered by the Department. During the presentation, Public Safety informs the new students on crime reporting procedures and crime prevention strategies which encourages interactive discussion between the students, parents, and Public Safety representatives on how to be safe through awareness.

**Walk, Stop and Talk Program**

Walk, Stop and Talk program is a cooperative partnership between staff, faculty, and Stockton Campus Public Safety officers that enhances communications, provides an avenue to evaluate needs of the campus community, educate members of the campus community about the services offered by the University of the Pacific Police Department on the Stockton Campus, and to proactively share information, increase awareness and reduce crime.

- The program divides the Stockton Campus area into four quadrants. Each week, officers are assigned to walk through the campus buildings within a quadrant of the campus, making contact with staff and faculty.

Each week officers target a different quadrant. Officers are required to document the buildings they contacted during their shift and note any issues that are brought to their attention. Officers make these contacts with an emphasis on the following:

- Maintaining a cooperative relationship with staff and faculty.
- Soliciting feedback from faculty and staff about concerns/needs of the campus community in terms of crime prevention programs and safety issues.
- Sharing information on issues concerning crime and prevention with faculty and staff.
- Documenting the concerns they receive during contact so they are made available to all officers.
- Conducting crime prevention programs when invited by staff or faculty.
- Sharing information concerning police related incidents to the campus community.

### **Safety Walk**

Each year Public Safety along with ASUOP and other University partners walk the Stockton Campus. The purpose of the walk is to identify potential safety hazards and lighting needs. The issues identified during this walk are documented and prioritized. Public Safety, Risk Management and Physical Plant assess the recommendations and identify funding sources to improve these areas.

### **Rape Aggression Defense Training (R.A.D.)**

The Rape Aggression Defense System is a program of realistic self-defense tactics and techniques for women. The R.A.D. System is a comprehensive, women-only course that begins with awareness, prevention, risk reduction and risk avoidance, while progressing on to the basics of hands-on defense training. R.A.D. is not a Martial Arts program. Courses are taught by a Pacific Police Officer who is a nationally certified R.A.D. Instructor.

The Rape Aggression Defense System is dedicated to teaching women defensive concepts and techniques against various types of assault, by utilizing easy, effective and proven self-defense tactics. R.A.D. system of realistic defense provides a woman with the knowledge to make an educated decision about resistance and protecting herself.

### **Web Based Informational**

Public Safety established a web site listing the services that are offered to the Pacific community. The department also incorporated social networking sites “Facebook” and “Twitter” to provide educational opportunities. Information regarding national crime trends is sent out to those who “Like” our page. The department has posted several instructional videos including “Campus Safety 101”, “Active Shooter”, “International Travel” and has worked with media relations to produce student videos called “Tiger Tips” on how to be safe on

campus. There is a link to “Crime Prevention” that has drop down tabs linked to other crime prevention tips. Visitors can view tips on the same subjects offered at in house presentations.

### **Faculty/Public Safety Collaboration**

Several times during the academic year, Public Safety is invited into the classroom to talk about safety issues and how to prevent from becoming a victim through awareness. Students are encouraged to ask questions about campus safety and other crime-related topics.

### **Gotcha Program**

This is a collaborative program that Public Safety initiated but is a shared responsibility. As a crime prevention outreach, Public Safety has developed this program as a way to educate students, staff and faculty of their vulnerability in becoming a victim of a crime. Several door hanger notices were produced and are placed where public safety personnel notice unattended valuables around campus. The hangers are designed to alert community members of improperly locked bicycles, unsecured office and residential doors, vehicles with valuables in plain view and other items vulnerable to theft. The hangers are designed to educate the property owners how to avoid being the victim of a theft by exercising proper security.

### **Student Advocate Program**

As part of its safety education programs, Public Safety, the Cowell Wellness Center, and the Women’s Resource Center are available to provide information and educational materials regarding sexual assault prevention and reporting. The University has a Victim Advocate who is professionally trained by the Women’s Center of San Joaquin for confidentiality and certified by the Victim/Witness program by the State of California Office of Emergency Services In Student Life, our approach to providing programs aimed at addressing learning associated with the prevention of sexual violence and other co-related issues is to purposefully design layered educational experiences that occur both campus-wide and in targeted settings. Campus wide programming includes the development of symbols and indicators that communicate values of respect, inclusion, and shared access to success – and zero tolerance of behaviors that inhibit this experience for other Pacific community members. These “passive” programs occur on an annual basis and include review and distribution of the *Tiger Lore* each fall, upfront highlighting of sexual misconduct on the Women’s Resource Center and Public Safety/ Victim’s Advocate websites, poster campaigns, annual programs such as “Keep It Consensual” and “Walk A Mile In Her Shoes” and bulletin boards in the residence halls and Greek houses which is part of our Learning Outcome Assessment (see section 12).

The assessment on the effectiveness of the first component of programming is based on two sets of factors. The types of crimes (series) reported and grouping of crimes (patterns) around the campus. Looking at the types of crime reports and conducting an analysis gives the indication of how crimes are committed, by one suspect or by multiple, unrelated suspects. The department can devote its resources in targeted ways. If different crimes are reported in one area of campus, the department can look at ways to increase protection to the area or make it more difficult to commit a crime in that area. It allows the department to see if the crime prevention programs are effective.

### Yearly Statistics for Academic Year (August 15 thru May 15)

	2008-2009	2009-2010	2010-2011	2011-2012
Arrests	162	162	190	196
Burglary	11	19	12	26
Auto Burglary	15	10	20	22
Acquaintance Rape	0	1	3	0
Forcible Rape	0	0	0	0
Sexual Battery	3	0	1	0
Vehicle Theft	2	1	0	7
Robbery	1	2	2	4
Theft, Grand	21	21	18	6
Theft, Petty	80	70	85	84
Vandalism	113	32	31	38

\*Note the difference in petty theft to grand theft elevated from \$400 plus to \$950 in 2010

As an example in looking at the above matrix of the past academic years, the department recorded a significant increase in the number of the reported burglaries for the academic year 2011-2012. In comparison with past years, this showed there was a significant increase. Many of these reports were within a month of each other. By examining each of these burglaries, officers were able to identify that several were directly associated with one suspect. One common element listed on the reports was no force was used to gain entry. The suspect gained entry through unlocked doors which indicates the burglary was preventable with proper security.

Public Safety was able to capture a picture of the suspect and developed a flier with information regarding this person. The information on the suspect was shared with the community through the "Web Based Informationals" and officers shared this information while conducting "Walk Stop and Talks". A student observing the suspect notified Public Safety and the suspect was arrested. She was found in possession of a stolen vehicle and charged with

multiple crimes.

Another analysis identified the library as a place of numerous thefts after closing time. Officers worked to “harden” the target by having Physical Plant and OIT install cameras and motion detector alarms. A few weeks after the installation, a motion detector was activated and officers responded. A subject was observed walking away from the library with a large bag filled with electronics. Subject was taken into custody after a short foot pursuit and charged with several burglaries and parole violation.

**Public Safety’s Overall Rating for “Mission” (highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally	<b>Well Met</b>	Fully Met	Not Rated

**Recommendation:** Continue to increase efforts to identify potential areas on campus that are vulnerable to theft and to alert those responsible for those areas on how they can protect themselves from becoming a victim. Public Safety is currently working with Physical Plant where custodial staff working in the evening notifies supervisors of any rooms left unlocked. That information is forwarded to Public Safety who contacts the supervisor responsible for that area. The supervisor’s responsibility is to meet with the responsible party and educate them about safeguarding their property.

The majority of crimes that affects the campus community are crimes of opportunity. The crimes that get the most attention, though infrequent, are violent crime which occurs around the “collar” or perimeter of the campus. Due to the lack of resources by the City of Stockton, Public Safety has hired a new police officer. Once fully trained and cleared to work on his own, this recent addition to the Public Safety staff will allow the department to have one officer assigned each day to patrol the collar of the campus from 5:00 PM to 3:00 AM when the majority of these crimes occur.

**Perception of Safety:** Another measurement that is important to the goals of the University of the Pacific is the perception of safety. A poor perception of safety can impact the university’s ability to recruit quality students. A recent NASPA survey suggested: (see attachment #6)

“Although 94.56% of Pacific students responding to a NASPA survey felt “very” or “somewhat” safe walking on campus during daylight hours, they have a statistically significant greater concern about their personal safety as compared to benchmark institutions. Only 28.88% of students felt safe or somewhat safe at night. Similar trends regarding perceptions of personal safety were noted throughout almost all elements of the NASPA survey. Students feel safer on campus than

off. Parents and family have greater concern about their student's safety at Pacific than at other benchmark institutions."

**Public Safety's Overall Rating for "Perception of Safety" (highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

**Recommendations:** The above survey was conducted in 2009 and a number of security enhancements have increased the perception of safety on campus according to Security Risk Management (attachment #3) A number of recommendations were listed in the assessment by Security Risk Management to help impact the perception of safety on campus and the surrounding area. As a result of the consultants' recommendations, a part-time lieutenant's position was granted and the department recruited a candidate with background in law enforcement as well as technology skills. The lieutenant's primary responsibility is to improve the perception of safety on campus.

Over the next two years, improvements are scheduled in:

2012-2013

- Additional police officer will be hired, trained and will be assigned to patrol around the neighborhoods surrounding the Stockton campus
- Increase in cameras in parking lots and buildings
- Security officer assigned to patrol the east side of the campus between 6:00 PM and 2:00 AM
- One card access to Health Science buildings
- Shuttle service to select off campus destinations for Friday and Saturday evenings.
- Continued supplemental security for the Miracle Mile
- Additional dispatcher to monitor cameras on campus.
- M.O.U. with the City of Stockton allowing us to monitor cameras on city streets near the campus.
- Establishment of a Safety and Security Committee to continually assess the security needs of the campus and identify resources to address those concerns.

Improvements for 2013-2014 academic years:

- Continued safety measures from 2012-2013

- Additional dispatcher to increase time period for camera monitoring
- Redesign of the dispatch center so it is configured to allow camera monitoring and dispatching

**Special Events Management:** The second part of the department’s programming is in line with providing support to other divisions on campus. Public Safety provides guidance in the planning, management and security of special events that include athletic sporting events, student socials, speaking engagements involving high profile guests and for members from the outside community looking for a host site. Outside of academics, special events are part of the university culture. There are also economic benefits to the university as Stockton is limited in the number of event sites. There are a number of benefits to attracting new events onto the Stockton campus:

- They attract members of the community including prospective students.
- The university is recognized for its involvement in the community
- Provides employment to members of the Stockton community
- Brings cultural diversity on to the campus for students

DPS personnel work collaboratively with other units in developing, planning and managing their programs or events. It is a learning experience for students as well. Most students have very little or no experience in the planning and management of an event. They are unaware of insurance requirements, security needs, parking, traffic flows, and ABC requirements if the event involves alcohol. The planning process involves the development of an operations order which defines the timeline and responsibilities of those managing the event. The assessment component is the after action report and the number of complaints or comments received as a result of a properly planned and managed event.

**Public Safety’s Overall Rating for “Special Event Management” (highlighted)**

0	1	2	3	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

**Recommendations:** Staff across the university has recognized Public Safety as a valuable resource in assisting them with their special event. Public Safety receives calls daily for assistance in placing out sign boards; This has caused a strain on Public Safety’s staff. A new policy is under development

which would turn responsibility for the signs over to conference services. Public Safety will continue to assist with blocking off parking spaces.

**Parking:** The Department of Public Safety is responsible for parking enforcement on the Stockton campus. The program is managed by a Community Service Officer with the assistance of a dispatcher for indexing. Parking regulations are established under the authority of Section 21113 of the California Vehicle Code. These regulations apply to all faculty, staff, students and visitors of the University and are intended to:

- Promote pedestrian and vehicular safety. Make parking facilities available to all members of the campus community.
- Ensure access at all times for ambulances, firefighting equipment and other emergency/service vehicles.
- Provide proper collection of parking fees.
- Provide limited visitor parking.

Parking permits are sold by the Finance Center. Faculty and staff have the opportunity to purchase “A” permits for \$200 while students along with staff and faculty may purchase “B” permits for \$100. “A” parking lots are located near administrative buildings and “B” parking lots are located near residential buildings.

Students who live on the North Campus must purchase “N” permits for \$100. North Campus students must keep their vehicles in parking lots on the north side of campus between the hours of 8:00AM to 5:00PM. If they must park on the main campus during the day, they may use the free parking lot next to the stadium or the parking lot located behind athletics. There is a commuter parking lot located near the stadium where parking passes are designated as “C” lots and are \$25. “N” permits are designed to have residential students living on the north side of the Calaveras River leave their cars parked there instead of driving to class.

Violators who are cited may appeal their citation by completing an appeals form which may be obtained at the Public Safety office or may complete the form online located on the Public Safety web page at [http://www.pacific.edu/studentlife/publicsafety/parking\\_ReviewPolicy.asp](http://www.pacific.edu/studentlife/publicsafety/parking_ReviewPolicy.asp)

The appeals process is three tiered. The first appeal is reviewed by the officer in charge of the program. If the appeal is denied, the violator may appeal to a panel comprised of a student, faculty and staff member. If the appeal is denied the second time, it may be appealed through the local court system. The office of Public Safety does not receive any of the revenue generated by the citation’s fine. The Community Service Officers are responsible for conducting parking enforcement though officers also issue citations.

During 2010-2011, the department had one part time and one full time Community Service Officers conducting enforcement. The department issued over 3000 parking citations on the campus, 500 which were appealed for a variety of reasons. The appeals process voided 368 citations as a result of those appeals. Officers also issued over 500 City of Stockton parking citations for parking violations on city streets around the university. All fines repaid on university citations are directed into the university general fund while ticket fines paid on City of Stockton tickets go into the City of Stockton general fund.

**Public Safety’s Overall Rating for “Parking” (highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

**Recommendations:** There are no temporary parking permit dispensers on the Stockton campus. Visitors who come to campus must stop at Burn’s Tower or Public Safety to obtain a free temporary permit. This can be inconvenient especially if they arrive on campus from the Pershing Ave. entrance. There is no signage indicating they need to get a visitor’s permit from these locations or directions to these locations. It is recommended that three parking dispensers be installed at Health Sciences, near Burn’s Tower and near the entrance of Larry Heller Dr. The dispensers would allow visitors to purchase the permits via cash or debit/credit card, generating funding for parking improvements. A large map the each entrance would assist visitors locate their destination, parking permit dispensers and parking lots

Each year the Department of Public Safety receives special requests for additional permanent parking spots reserved for a particular area. A recent example is when the Vereschagin Alumni Building staff requested for an additional twenty parking stalls for visitors. There is no formal process designed to evaluate these requests and to assess their impact on other programs on campus. There is currently one committee that reviews safety and security issues that could address parking related issues as part of their agenda. The Safety and Security Committee includes members representing on and off campus staff and faculty members may be the only current committee that could evaluate parking issues.

**Property:** The Department of Public Safety has a property management system for holding property collected as evidence related to a crime, booked for safe keeping and found property. A police sergeant who attended the P.O.S.T academy in property room management is assigned as manager of the property system. Public Safety employees who collect, process, preserve, and package evidence and safekeeping property in the field follow the standards set in the property manual which is in compliance with the

California Department of Justice - Bureau of Forensic Services (DOJ-BSF) guidelines, which is documented in a property manual (Attachment #7).

While the proper collection, preservation, security, and control of evidence and safekeeping property is the responsibility of all Department employees when said property is seized, collected, or otherwise comes into their custody, it is the sole responsibility of the Property / Evidence Officer to safely and securely store property until such time as it is needed in a criminal prosecution, released to its owner, or otherwise lawfully disposed of. Property collected in complex crimes, property of value or narcotics are booked into the Stockton Police Department property room. The property room is audited annually to ensure accountability

**Public Safety’s Overall Rating for “Property Management” (highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

**Recommendations:** Public Safety is in the process of developing an online website that allows the campus community to access a site that identifies lost and found property. Members of the community who lost an item would be able to list the item with contact information. Members who found an item could list the item with their contact information and location. This would prevent one location as the site source, avoiding storage problems. The University of Arkansas has a similar website at <http://fama.uark.edu/207.php>

## PART 3: ORGANIZATION AND LEADERSHIP

**To achieve student and program outcomes, Campus Police and Security Programs (CPSP) must be structured purposefully and organized effectively. CSPS must have**

- **clearly stated goals**
- **current and accessible policies and procedures**
- **written performance expectations for employees**
- **functional work flow graphics or organizational charts demonstrating clear channels of authority**

**Leaders with organizational authority for the CPSP must provide strategic planning, supervision, and management; advance the organization; and maintain integrity through the following functions:**

### **Strategic Planning**

- **articulate a vision and mission that drive short- and long-term planning**
- **set goals and objectives based on the needs of the population served and desired student learning or development and program outcomes**
- **facilitate continuous development, implementation, and assessment of goal attainment congruent with institutional mission and strategic plans**
- **promote environments that provide meaningful opportunities for student learning, development, and engagement**
- **develop and continuously improve the CPSP in response to the changing needs of students served and evolving institutional priorities**
- **intentionally include diverse perspectives to inform decision making**

### **Supervising**

- **manage human resource processes including recruitment, selection, development, supervision, performance planning, evaluation, recognition, and reward**
- **influence others to contribute to the effectiveness and success of the unit**
- **empower professional, support, and student staff to accept leadership opportunities**

- *offer appropriate feedback to colleagues and students on skills needed to become more effective leaders*
- *encourage and support professional development, collaboration with colleagues and departments across the institution, and scholarly contribution to the profession*

### ***Managing***

- *identify and address individual, organizational, and environmental conditions that foster or inhibit mission achievement*
- *plan, allocate, and monitor the use of fiscal, physical, human, intellectual, and technological resources*
- *use current and valid evidence to inform decisions*
- *incorporate sustainability practices in the management and design of programs, services, and facilities*
- *understand appropriate technologies and integrate them into the CPSP*
- *be knowledgeable about codes and laws relevant to the CPSP and ensure that staff members understand their responsibilities through appropriate training*
- *assess potential risks and take action to mitigate them*

### ***Advancing the Organization***

- *communicate effectively in writing, speaking, and electronic venues*
- *advocate for the CPSP*
- *advocate for representation in strategic planning initiatives at appropriate divisional and institutional levels*
- *initiate collaborative interactions with internal and external stakeholders who have legitimate concerns about and interests in the functional area*
- *facilitate processes to reach consensus where wide support is needed*
- *inform other areas within the institution about issues affecting practice*

### ***Maintaining Integrity***

- *model ethical behavior and institutional citizenship*
- *share data used to inform key decisions in transparent and accessible ways*
- *monitor media used for distributing information about the CPSP to ensure the content is current, accurate, appropriately referenced, and accessible*

The Department of Public Safety (DPS) has a solid leadership team to offer progressive and visionary planning while fulfilling their mission of providing a safe environment for the campus community and strong educational programs with quality customer service. The department's aim is to deliver a secure environment which promotes safety through a community partnership. These partnerships extend off campus in its relationship with Stockton Police as the department's mission can be influenced by the mission of the Stockton Police Department in deterring crime around campus. Public Safety reports to the Vice President of Student Life which also influences the department's mission with its strategic plan.

The leadership and staffing of the Public Safety has experienced organizational changes since the last program review in 2007. Several members have left the department and were replaced through promotions and new hires. The majority of the department's sworn staff has previous experience with metropolitan police agencies, providing the strongest, most experienced set of officers in the department's history. The personnel changes allow the department an opportunity to provide stronger leadership and coordination in crime prevention, communication within the university community, collaboration with outside agencies and program support with student organizations.

**Goals:** The Department of Public Safety recently revised its goals to reflect the changing needs for the University of the Pacific Campus Community. These goals give the department the course of action for a strategic plan.

**1. Focus on the prevention of crime and the reduction of crime related incidents:** The University of the Pacific campus community needs to have a high perception of safety while on the Stockton campus and around the perimeter of the campus. The department's personnel are committed to providing a safe and secure environment that is conducive to academic achievement.

**2. Build a dedicated public safety department that is committed to serving the campus community and improves services through evidence-based decisions:**

The perception of safety in the community of Stockton is a concern for both the Stockton community as well as Pacific. The personnel of the Department of Public Safety are committed to assist all departments of the University of the Pacific to provide services that assist in meeting the demands for excellent programs and services. The decisions on service improvement will be based on data and feedback from the community.

**3. Enhance communications and commitment with the Campus Community:** Continue to improve the department's relationship with the campus community through improved visibility and communication. The department recognizes it takes the entire campus community to increase its

safety. The sharing of information on potential safety hazards and providing information on crime prevention presentations helps reduce risk.

**4. Assist Pacific with its commitment to strengthening diversity on campus:**

Public Safety will provide assistance to the campus community with programing that engages the Pacific community in its goal to increase the diversity of the campus.

**5. Continue to be a partner of the greater community of Stockton:** The Department of Public Safety has deep roots with the City of Stockton. The department recognizes that in order to increase the perception of safety in Stockton, it must continue its relationship with the greater region. The department will continue to assist the City of Stockton and other regional agencies to provide a better safety on and off the campus.

**Policies and Procedures:** Department of Public Safety operations are structured under several guidelines. The memorandum of understanding requires all members to follow the policies and procedures set forth by the City of Stockton Police Department (see attachment # 8). In addition, the DPS has its own guidelines that fit the specific needs of the department's requirements. The University of the Pacific Department of Public Safety Policies and Procedures (see attachment #9) and Rules and Regulations (see attachment # 10) are reviewed yearly.

All Public Safety employees' job-related responsibilities are guided by Pacific's Staff Handbook located at <http://www.pacific.edu/About-Pacific/AdministrationOffices/Business-and-Finance-Division/Human-Resources/Policies-and-Procedures.html>

**Public Safety's Overall Rating for "Strategic Plan and Policies" (highlighted)**

0	1	2	3	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

**Recommendation:** There is a continual need to update Public Safety policies so they are aligned with the latest best practices. Stockton Police are able to do this with the personal resources and City Attorney keeping abreast of ever changing litigation but most of their polices are for public domain and not higher education. With the limited personnel resources to keep a watchful eye on needed policy change, it is recommend outsourcing to a company that specializes in regularly updating and customizing policy manuals based on federal and state laws, regulations and public safety best practices. Inadequate policies can cause major litigations as we recently observed with U.C. Davis. Lexipol is a company that specializes in keeping policies updated

and the recommendation is that Public Safety's policies be monitored through their company. <http://www.lexipol.com/> This service costs about \$4,500 annually.

**Performance expectations for employees:** All sworn personnel and full time dispatchers are members of the Police Officers Association which is a bargaining unit. Each employee is presented with a set of job expectations when employed and receives a yearly performance evaluation under the guidelines of Pacific's Human Resources. (see attachment # 11). When an employee is hired, they review and sign an introductory performance review which they sign (see attachment #12

**Organizational charts:** The department operates under an organizational chart which lists the areas of responsibility.(See attachment #9 section #3003)

**Leadership:** In order for the Department of Public Safety to be successful in achieving its goals, the department depends greatly on effective police leadership and the leadership development for rank-and-file officers and for supervisory personnel. Newly promoted supervisors become instant leaders. When personnel are promoted, there is a great deal of investment in time and effort. Supervisors are entrusted with a great deal of responsibility and expectations are high.

The Officers of the Department of Public Safety are required to successfully complete a 664 hour basic police course certified through California Police Officers and Standards.

<http://www.post.ca.gov/regular-basic-course.aspx>

Once they have been selected for employment, they are required to meet the qualifications enumerated below:

**1. QUALIFICATIONS AND REQUIREMENTS FOR APPOINTMENT**

All persons to be appointed as Pacific Peace Officers pursuant to this Agreement must:

- a. Be employed full time by the Pacific DPS ;
- b. Meet minimum standards for employment as prescribed by the California Commission on Peace Officer Standards and Training;
- c. Meet minimum standards for training as prescribed by the California Commission on Peace Officer Standards and Training;
- d. Be recommended for such Peace Officer status by the Pacific Director of Public Safety ; and
- e. Undergo a review of the background investigation file by the Stockton Police Department ("SPD") prior to appointment.

After they are employed as a Peace Officer with the University of the Pacific,

they must complete the 18 month Field Training Program which includes fulfilling all of the requirements set forth in the Field Training Manual (see appendix # 13 ).

Dispatchers must pass a background investigation, attend a P.O.S.T. dispatcher's school <http://post.ca.gov/public-safety-dispatchers-basic-course.aspx>

Training dispatchers are selected based on performance, and attend a training course

<http://post.ca.gov/public-safety-dispatcher-instructor-development-course.aspx>

prior to training a new dispatcher. Police Officer Field Trainers who train new recruits are also selected by performance and must attend a training academy

<http://post.ca.gov/field-training-program-guide.aspx>

Sergeants who work as field supervisor must compete through an exam process. Once selected, they must attend a supervisory course.

<http://post.ca.gov/supervisory-course.aspx>

Both police officer trainers and dispatch trainers are required to pass a training program as required by P.O.S.T. Newly promoted sergeants attend a sergeant's school and lieutenants and the director attend a management school.

The Director of Public Safety has been in this position for almost ten years. He has previous experience in management for over 8 years with the Stockton Police Department where he served for 25 years. He has a MPA from California State University, Stanislaus and has attended leadership courses in Leadership Stockton, Command College, University of the Pacific's Public Management in a Changing Environment, Police Management and several others. The lieutenant has 20 years' experience with the University of the Pacific DPS and has attended the Police Officers Standards and Training course. All three sergeants have attended this course as well with over ten years of experience. Each of the management members has an area of responsibility which includes S.T.R.I.P.E.s, Dispatch, and Special Events Management. The lieutenant oversees the integration of security technology on campus.

The leadership team also oversees the line personnel by providing progressive guidance on their assignments. Their mentoring allows personnel to understand their role towards fulfilling the mission of the department while providing quality customer service and educational opportunities for students. Each sergeant is responsible for a team who serve the university by providing a safe learning environment while promoting community and education.

Supervisors are responsible for meeting with their team members to direct them in their assigned areas of responsibility. These areas include:

- Evidence room management
- Officer Liaison Program
- R.A.D.
- Crime Prevention
- S.T.R.I.P.E.
- Events Security Management
- Training
- Vehicle maintenance
- Bicycle maintenance
- Golf Cart maintenance
- Parking

Line personnel learn how to organize, manage, plan, and develop programs. Some officers supervise students and manage those programs in the same method as the sergeants do. Personnel are also encouraged to expand their education outside the workplace. Supervisors work with the employees' schedules to allow them to attend classes.

### **Public Safety's Overall Rating for "Leadership" (highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

### **Staffing:**

**Officers:** Currently there are ten officer positions, three sergeants, one part-time lieutenant and the director that are considered sworn status. That averages to approximately 2.34 officers per thousands of students according to Pacific's Office of Institutional Research, who provided a graph (see attachment #13). The average for all four year institutions is 3.00 officers per thousands of students. The current staffing level is to provide protective services twenty four hours a day taking into consideration that vacations and sick leave are accommodated for. According to a special report submitted by the Bureau of Justice Statistics (see attachment #15), most universities with a student population over 4000 has an officer-to-student ratio of 3.0 or larger. Due to the increasing need for officers' presence both on and around the campus and the level of safety and security concerns, the Security Risk Management consultants recommended three additional officers be added (see attachment 33, page 57, last paragraph). The Department of Public Safety concurs with the need for these additional officers.

**Dispatch:** Public Safety is currently staffed with four dispatchers for 24/7 shift. This staffing ratio does not allow for coverage of all shifts so a

Community Service Officer must fill in for the Friday day shift which impacts parking enforcement for that time period. Public Safety recruits the services of part time employees to fill in for sick leave or vacation. One of the department's goals is to move towards a proactive camera monitoring program. In order to accomplish this, a minimum of four additional dispatchers would be needed and this additional need for personnel must be balanced with the need for additional officers and available funding resources.

**Security:** The department currently employs 3 security guards. One is permanently assigned to the Health Sciences building. The other two positions are staffed by part time guards. One is assigned to the Townhouses and beginning in fall 2012, the other patrols the corridor on the East campus.

**Community Service Officers (CSO):** The department currently employs two full-time and one part-time Community Service Officers. The part-time officer works 3 eight hour shifts per week. The primary task for the CSO is parking enforcement. One CSO manages the parking program and Special Events and does not provide parking enforcement as this officer reviews the parking enforcement appeals process.

**Public Safety's Overall Rating for "staffing" (highlighted)**

0	1	2	3	4	NR
Not Done	Not Met	<b>Minimally Met</b>	Well Met	Fully Met	Not Rated

**Recommendations:** As the City of Stockton resources become increasingly limited, it is important for the University of Pacific to be self-reliant in providing security to the campus community. To increase the staffing levels can be very expensive considering the training, equipment and benefits to put a new officer on the streets. The university should consider increasing Public Safety's presence by contracting with local security companies like other universities have done to enhance the perception of safety as well as making it more difficult to commit a crime. The department could assign four to five security officers to patrol the inner perimeter of the campus to increase this presence. The department could assign current sworn officers to the outer perimeter which would deter criminals from coming onto campus. This would be significantly less expensive than hiring new staff. (see below staffing matrix.)

Security Officer	Townhouse area	Currently employed
Security Officer	Monagan/Brookside	Recommended
Security Officer	East quadrant (Chapel)	Currently employed
Security Officer	Quads	Recommended
Security Officer	South Campus	Recommended

Police Officer	Off Campus	Recommended
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Dispatchers

Dispatcher	Days	Currently employed
Dispatcher	Swings	Currently employed
Dispatcher	Graveyard	Currently employed
Dispatcher	Cover for days off	Currently employed
Dispatcher cameras	Days	Recommended
Dispatcher cameras	Swings	Currently employed
Dispatcher cameras	Graveyard	Scheduled July 2013
Dispatcher cameras	Cover for days off	Recommended

## PART 4: HUMAN RESOURCES

***Campus Police and Security Programs (CPSP) must be staffed adequately by individuals qualified to accomplish mission and goals.***

***Within institutional guidelines, CPSP must***

- ***establish procedures for staff recruitment and selection, training, performance planning, and evaluation***
- ***set expectations for supervision and performance***
- ***assess the performance of employees individually and as a team***
- ***provide access to continuing and advanced education and appropriate professional development opportunities to improve the leadership ability, competence, and skills of all employees.***

***CPSP must maintain position descriptions for all staff members.***

***To create a diverse staff, CPSP must institute recruitment and hiring strategies that encourage individuals from under-represented populations to apply for positions.***

***CPSP must develop promotion practices that are fair, inclusive, proactive, and non-discriminatory.***

***To further the recruitment and retention of staff, CPSP must consider work life initiatives, such as compressed work schedules, flextime, job sharing, remote work, or telework.***

***CPSP professional staff members must hold an earned graduate or professional degree in a field relevant to the position they hold or must possess an appropriate combination of educational credentials and related work experience.***

***CPSP professional staff members must engage in continuing professional development activities to keep abreast of the research, theories, legislation, policies, and developments that affect their programs and services.***

***CPSP must have technical and support staff members adequate to accomplish their mission. All members of the CPSP staff must be technologically proficient and qualified to perform their job functions, be knowledgeable about ethical and legal uses of technology, and have***

***access to training and resources to support the performance of their assigned responsibilities.***

***Degree- or credential-seeking interns or graduate assistants must be qualified by enrollment in an appropriate field of study and by relevant experience. These individuals must be trained and supervised adequately by professional staff members holding educational credentials and related work experience appropriate for supervision. CPSP supervisors must be cognizant of the roles of interns and graduate assistants as both student and employee and closely adhere to all parameters of their job descriptions, work hours, and schedules. CPSP supervisors and the interns or graduate assistants must agree to compensatory time or other appropriate compensation if circumstances necessitate additional hours***

***CPSP student employees and volunteers must be carefully selected, trained, supervised, and evaluated. They must be educated on how and when to refer those in need of additional assistance to qualified staff members and must have access to a supervisor for assistance in making these judgments. Student employees and volunteers must be provided clear job descriptions, pre-service training based on assessed needs, and continuing development.***

***All CPSP staff members, including student employees and volunteers, must receive specific training on institutional policies pertaining to functions or activities they support and to privacy and confidentiality policies and laws regarding access to student records and other sensitive institutional information.***

***All CPSP staff members must receive training on policies and procedures related to the use of technology to store or access student records and institutional data.***

***CPSP must ensure that staff members are knowledgeable about and trained in emergency procedures, crisis response, and prevention efforts. Prevention efforts must address identification of threatening conduct or behavior of students, faculty and staff members, and others and must incorporate a system for responding and reporting.***

***CPSP must ensure that staff members are knowledgeable of and trained in safety and emergency procedures for securing and vacating facilities.***

The Department of Public Safety follows the guidelines and policies set by the University of the Pacific Human Resources' Division  
<http://www.pacific.edu/About-Pacific/AdministrationOffices/Business-and-Finance-Division/Human-Resources/Policies-and-Procedures.html>. Job

descriptions have been established for all Public Safety positions. (see attachments # New officer recruits must also meet the same requirements as set forth by the Memorandum of Understanding as mentioned in the previous section. (see attachment # 1). Once hired, employees are provided the job expectations they will be evaluated on and a performance log is established. The performance log documents an employee's training, provided information, good performances and poor performances with any additional training provided to correct the poor performance noted. Each new employee is placed into a training program. The employee must complete the criteria before he/she can pass the probationary period.

In accordance with University of the Pacific Human Resources policies and procedures, Public Safety completes prescribed performance review processes. Public Safety conducts regular assessment and evaluations of staff members. All new employees are required to complete the Introductory Performance Review, a 90 Day Review (See Attachment # 12). and an Annual Performance Review Program located at <http://www.pacific.edu/About-Pacific/AdministrationOffices/Business-and-Finance-Division/Human-Resources/Resources-for-Employees/Employee-Performance-Review-Program.html>

Through the review process, employees are assessed using University criteria based on their position levels: exempt and non-exempt. Results of employee evaluations (mid-year and end-of-the-year) recognize employee performance, opportunities to enhance programs, and identify the needs for future direction. Copies of performance evaluations are kept on file in the DPS department, vice president for student life office, and Human Resources. The annual performance review criteria for each staff member are:

#### *Exempt Staff Review Criteria*

The exempt staff are evaluated based on the following areas: 1. Planning and Organization; 2. Interpersonal Communication; 3. Supervision and Management; 4. Decision Making; 5. Leadership; 6. Customer Service; 7. Knowledge and Skills; 8. Productivity; and 8. Professional Qualities.

*Non-Exempt Staff Review Criteria* Non-exempt staff are evaluated on the following areas: 1. Quality of Work; 2. Knowledge of Job; 3. Productivity; 4. Customer Service; 5. Technical Skill; 6. Communication Skills; 7. Initiative; 8. Cooperation/Teamwork; 9. Judgment; and 10. Dependability. Public Employee staff has met or exceeded expectations in these areas reviewed during this past performance review process.

The Department of Public Safety offers employees a chance to apply for promotion when openings for positions exist. The standard practice is to have candidates assessed through an oral board. The board usually consists of personnel in the same career field but they are employed by another agency.

This provides the candidate with an objective panel for assessment keeping the process fair, inclusive, proactive, and non-discriminatory. Once an employee is promoted into a new position, he/she must attend a supervisory course and successfully complete a training period

Officers' work schedules were established through a collective bargaining process several years ago. The current work schedule is one chosen by the officers' association. They work a 10/4 schedule which allows them a four day weekend every other weekend. Dispatchers work an eight hour schedule but their schedule is flexible, allowing dispatchers the ability to have time off. All other members of the department follow the same schedule as the rest of the campus administration.

Throughout the year, members of the department attend continuing professional development classes and receive information regarding best practices in safety and security. Some classes are provided by on-campus personnel and others receive training from off-campus personnel. Officers attend Advanced Officer Training which is offered by the Stockton Police Training Unit which allows them to meet the requirements of the Police Officers and Standards. Training is also offered to assist personnel with technical support. This is offered by Public Safety personnel who have experience in technical support as well as a representative from Student Life who is trained in this area.

Public Safety directly oversees one student organization called S.T.R.I.P.E.S. (Student Trained Resources for Interior Patrol Resources). The unit is staffed with 20 to 25 student workers each year. They are under the supervision of a police officer and a sergeant. Each student receives an employee manual (see attachment # 16) which comprises several areas including:

- Mission Statement
- Department Structure,
- Duties of the Administration
- Operations
- Radio Procedures
- Equipment
- Uniform Policy
- Training Manual

Students who apply for the position are carefully selected through an assessment panel. Once hired, they receive training from a police officer on their job expectations and are assigned to a S.T.R.I.P.E. trainer who is a carefully selected S.T.R.I.P.E. employee with experience. Each member is supervised and evaluated by the supervising officer under the guidance of a police sergeant.

S.T.R.I.P.E. cadets learn when to refer those in need of additional assistance to qualified Public Safety employees and have access to an officer or sergeant for assistance in making decisions. There is a monthly S.T.R.I.P.E. meeting where they receive further training.

**Training:** The Department of Public Safety has a very proactive officer training program. The department has an officer assigned to look at training opportunities available at the University of the Pacific and outside the university. Each year the department hosts a “meet and greet” barbeque with housing staff. The purpose is to allow personnel in each department a chance to know each other and understand their roles in working with each other while responding to student issues. Department staff also meets with staff from Counseling Services to discuss ongoing mental health issues and how both departments can address student issues as a team. The department also hosts training workshops that are taught by Stockton Officers as well as Stockton Police Department’s Advanced Officers’ Training. Areas have included:

- Basic First Aid / CPR
- Defensive Driving
- Criminal Investigation
- Legal Update
- Firearms Training
- Taser Training
- Hazardous Materials Handling
- Defensive Tactics
- Crime Scene Investigation
- Criminal Law
- Harassment / Sensitivity
- Radar
- Hostage Negotiations.

Officers may be assigned a class away from the campus to attend P.O.S.T. training classes in areas such as:

- Crime Prevention
- Interview and Interrogations
- Property Room Management
- Firearms Instructor
- Armorer School
- Rape Aggression Defense

Each year, the University of Pacific Emergency Response Team (Pacific Alert Team) hosts a simulation with City of Stockton first responders. Public Safety Officers use this drill to enhance their skills on emergency response.

In service training is provided by training officers to those employees that have difficulty in several areas including;

- Report Writing
- Drug Recognition
- Emergency Vehicle Operations
- Crime Scene Investigations
- Domestic Violence
- Various other courses as they become available.

Department personnel are also dispatched information on ongoing crime trends, developmental and interpersonal issues likely to arise among college students. Periodically dispatchers are sent to the Stockton Police Department to work with Stockton Police Dispatchers.

**Public Safety’s Overall Rating for “Training” (highlighted)**

0	1	2	3	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

**Recommendations:** Public Safety training is necessary with the ever-changing dynamics in law enforcement but can be very expensive especially when travel and accommodations are included. Public Safety has developed a balanced approach in training by identifying training needs and different approaches to fulfill those needs. Some training is so specialized that it must be taken off-campus, which is not cost effective. Fortunately, the department has utilized free training offered by the Stockton Police Department to keep officers aligned with the requirements of the California Peace Officers and Standards certification. Public Safety needs to explore other alternatives both with other on campus divisions as well as other municipal agencies. Meetings have already been arranged with Lodi Police, San Joaquin Sheriff’s Office, Stockton Unified School District and San Joaquin Delta College Police.

## PART 5: ETHICS

***Campus Police and Security Programs (CPSP) must review relevant professional ethical standards and must adopt or develop and implement appropriate statements of ethical practice.***

***CPSP must publish and adhere to statements of ethical practice and ensure their periodic review by relevant constituencies.***

***CPSP must orient new staff members to relevant ethical standards and statements of ethical practice and related institutional policies.***

***Statements of ethical standards must specify that CPSP staff members respect privacy and maintain confidentiality in all communications and records to the extent that such communications and records are protected under relevant privacy laws. Statements of ethical standards must specify limits on disclosure of information contained in students' educational records as well as requirements to disclose to appropriate authorities.***

***As appropriate, CPSP staff members must inform users of programs and services of ethical obligations and limitations emanating from codes and laws or from licensure requirements.***

***Statements of ethical standards must address personal and economic conflicts of interest, or appearance thereof, by CPSP staff members in the performance of their work.***

***CPSP staff members must recognize and avoid conflicts of interest that could adversely influence their judgment or objectivity and, when unavoidable, recuse themselves from the situation.***

***Statements of ethical standards must reflect the responsibility of CPSP staff members to be fair, objective, and impartial in their interactions with others.***

***Statements of ethical standards must reference management of institutional funds.***

***Statements of ethical standards must reference appropriate behavior regarding research and assessment with human participants, confidentiality of research and **assessment data, and students' rights and responsibilities.*****

***Promotional and descriptive information must be accurate and free of deception.***

***CPSP staff members must perform their duties within the limits of their position, training, expertise, and competence. When these limits are exceeded, individuals in need of further assistance must be referred to persons possessing appropriate qualifications.***

***Statements of ethical standards must include the expectation that CPSP staff members confront and hold accountable other staff members who exhibit unethical behavior.***

***CPSP must adhere to institutional policies regarding ethical and legal use of software and technology.***

***Statements of ethical standards must address issues surrounding scholarly integrity.***

According to “International Association of Chiefs of Police “every day, police professionals decide and act while balancing competing and conflicting values and interests, frequently with incomplete or inaccurate information, often in highly emotional and dynamic circumstances, and typically under pressure.

Police officers are held to a higher standard of behavior by society, because they are stewards of the public trust and are empowered to apply force and remove constitutional privileges when lawfully justified. They take an oath of office, are expected to comply with professional codes of ethics, and are subject to various laws, rules, and regulations.

An officer develops his or her moral compass, character, or ethical base, from interacting with other individuals and studying ethics. Ethics training for police professionals helps them do the following:

- Readily recognize an ethical problem or dilemma
- Identify various options to address the particular issue involved
- Make a rational and ethically sound choice of which option to choose
- Take prompt action based upon that choice
- Accept responsibility for the outcome

Police professionals cannot simply think ethically; they must also act ethically. Ethics training provides tools for addressing ethical problems, but the police

professional must have the courage to act. Unlike other professions, police officers must hold these same standards both while on duty and in their private lives.

The Department of Public Safety is committed to this concept and has infused several procedures to ensure that employees are held to the highest standards. Each officer must have his California Police Academy Basic Certificate where they receive training in leadership, ethics and trust.  
[http://www.deltacollege.edu/div/socsci/programs/post\\_academy/index.html](http://www.deltacollege.edu/div/socsci/programs/post_academy/index.html)

Police Dispatchers must also attend a California POST academy upon employment where these same topics are covered.  
[http://nvccjtc.com/index/dispatch\\_academy/dispatch-academy/](http://nvccjtc.com/index/dispatch_academy/dispatch-academy/)

Once an officer is hired, they must take an oath of office:

I, Officer ### , do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of California against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitutions of the United States and the Constitution of the State of California; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter. Once employed all employees receive their Policies and Procedures (see attachment##) and Rules and Regulations (See attachment ###). During their training they are also oriented to the laws set forth by the Family Educational Rights and Privacy Act (FERPA), the Health Insurance Portability and Accountability Act (HIPAA) regulations as well as the Clergy Act.

All Public Safety’s staff members are required to adhere to the University of the Pacific Staff Handbook and its policies. If a member is in violation of any Federal, State or City of Stockton Municipal Code along with any University of the Pacific, Stockton Police and Department of Public Safety policy and procedure or rules and regulation, an investigation of the violation is initiated. The procedure for that investigation is available to all personnel in the Memorandum of Understanding between the University of the Pacific and the employee’s association. (See attachment #17). If an investigation determines a violation of expected behavior, it may result into further training or penalty.

**Public Safety’s Overall Rating for “Training” (highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

## PART 6: LAW, POLICY AND GOVERNANCE

***Campus Police and Security Programs (CPSP) must be in compliance with laws, regulations, and policies that relate to their respective responsibilities and that pose legal obligations, limitations, risks, and liabilities for the institution as a whole. Examples include constitutional, statutory, regulatory, and case law; relevant law and orders emanating from codes and laws; and the institution's policies.***

***CPSP must inform staff members, appropriate officials, and users of programs and services about existing and changing legal obligations, risks and liabilities, and limitations.***

***CPSP must have written policies on all relevant operations, transactions, or tasks that have legal implications.***

***CPSP must regularly review policies. The revision and creation of policies must be informed by best practices, available evidence, and policy issues in higher education.***

***CPSP staff members must use reasonable and informed practices to limit the liability exposure of the institution and its officers, employees, and agents. CPSP staff members must be informed about institutional policies regarding risk management, personal liability, and related insurance coverage options and must be referred to external sources if coverage is not provided by the institution.***

***The institution must provide access to legal advice for CPSP staff members as needed to carry out assigned responsibilities.***

***CPSP must have procedures and guidelines consistent with institutional policy for responding to threats, emergencies, and crisis situations. Systems and procedures must be in place to disseminate timely and accurate information to students, other members of the institutional community, and appropriate external organizations during emergency situations.***

***CPSP staff members must neither participate in nor condone any form of harassment or activity that demeans persons or creates an intimidating, hostile, or offensive environment.***

***CPSP must obtain permission to use copyrighted materials and instruments. The SPSP must purchase the materials and instruments***

***from legally compliant sources or seek alternative permission from the publisher or owner. References to copyrighted materials and instruments must include appropriate citations.***

***CPSP staff members must be knowledgeable about internal and external governance systems that affect programs and services.***

The Department of Public Safety is in compliance with all current federal, state and municipal regulations along with Stockton Police Department and University of the Pacific rules and regulations. Security Risk Management assessed the department's current operations and determined the department was in compliance but noted there was a need to update the department's own policies which was started prior to their assessment. The department was recently audited by the California State Auditor's Office regarding the department's compliance with the Clery Act ([www.securityoncampus.org](http://www.securityoncampus.org)) and their report noted some needed changes in the annual report on the Emergency Alert notification process for the Clery Annual Report which has been addressed.

Each year department members are oriented to any changes at the beginning of the academic year. Changes that are made during the academic year after the orientation are made through an email to all employees as they are received. Major changes in Federal, State and local laws are received through a memorandum issued by the Stockton Police Department and through quarterly reports issued by the San Joaquin District Attorney's Office. Additional changes in policy are issued through the University channels. This information is received by Student Life or Human Resources staff members or through enews. Other sources include the IACLEA and CCUPCA newsletter and the International Association of Chiefs of Police.

As mentioned in previous sections, Public Safety employees are guided in the performance of their employment by several documents including California Penal Code, California Vehicle Code, California Health and Safety Code and the California Business and Professions Code. These codes are renewed each year with updates. Public Safety subscribes to the California Legal Resource online service. Any updates during the academic year are usually forwarded to the department through Stockton Police Department through the quarterly newsletter issued through the San Joaquin District Attorney's Office. The Stockton Municipal Code is available on the Stockton Police Department website at <http://qcode.us/codes/stockton/>.

Public Safety staff has access to the new Tiger Lore which is issued at the beginning of each academic year. Public Safety is in the process of revising the department's current policies and procedures. Each year the department administrator meets with Downey Brand to discuss any new revisions

pertaining to the Clery Act. This is done a few months prior to the reporting of the Annual Crime Stats. Updates on FERPA and HIPPA laws are received through the university system.

All of the officer's actions are monitored by administrators and limited by the memorandum of understanding with the City of Stockton Police Department. Each day, a log of their activity is produced and sent to administrators throughout the campus including Risk Management for review. Public Safety supervisors review the logs daily and will question any actions taken. If the action is justified no further action is taken but if it is unjustified, the action would be investigated which could result in further training or punishment. Department members have the ability to consult with University of the Pacific Legal Representation from Downey Brand or may consult with City of Stockton Attorneys or the San Joaquin County District Attorney's Office on criminal matters. Risk Management has oversight regarding personal liability and insurance coverage on any action in question.

The Director of Public Safety co-chairs the Pacific Alert Team. The Pacific Alert Team purpose is to manage major emergency events on the Stockton campus. The team will assist students, faculty and staff members with personal emergencies on the University of the Pacific campus and within the Stockton community, and serve as a University contact when student, faculty or staff emergencies occur outside of the Stockton area.

The principle goal for the Pacific Alert Team is to ensure the safety and well-being of all members of the University community. Our second goal is to protect University property in times of crisis. Our third goal is to restore the normal operations of the University as quickly as possible following a crisis. Throughout a crisis, we will cooperate fully with the authorities, be forthright and accurate in communicating what has happened and what we are doing about the crisis situation. We will respect the privacy and confidentiality of our students, faculty and staff, while providing necessary information to others on a need-to-know basis.

The Plan includes specific courses of action to be taken in case of an emergency or disaster. Every Team Leader and Alternate must be familiar with the Plan and prepared to carry out his/her responsibilities during any emergency and provide the appropriate training to the faculty and staff in his/her building. The Pacific Alert Team is responsible for coordinating the emergency operation of the School through Public Safety.

Panic is a great danger for any community. A well-prepared and tested plan for prompt and preventative action minimizes injuries and loss of life caused by a major disaster. During emergencies students, faculty and staff will look for leadership from those who are trained in emergency response.

This Plan (see attachment #18) outlines actions that the Team Leaders and/or alternates may have to execute during an emergency. Each Team Leader and/or alternate is authorized and expected to implement any of the plans described, and take action necessary in his/her judgment to save lives and mitigate the effects of disaster. As soon as possible thereafter, he/she shall notify Public Safety of the action taken. This Plan shall be in effect during emergencies and when conducting emergency drills. The plan also includes an Emergency Notification Protocol (see attachment #19). This Emergency Plan is reviewed annually.

All Public Safety employees participate in a mandatory University wide new staff orientation. This new staff orientation covers training on a number of key legal areas and new staff is provided with reference materials on a number of subjects, including sexual harassment resources as well as other University supports and resources. Employees are required to complete online sexual harassment training and to participate in regular professional development opportunities. Public Safety employees are required to stay current with legal issues. Employees are also instructed on the laws of use of copyrighted materials and use of their material for their own presentations.

All of the department's policies that pertain to relevant laws are defined in either the Stockton Police Department's or the Department of Public Safety's Policies and Procedures or Rules and Regulations. The Memorandum of Understanding between the City of Stockton and the University of the Pacific defines

- The Department of Public Safety's powers of arrest authority
- Carrying of weapons
- Sworn officers position within the department
- The formal agreement between the two agencies
- Policies regarding all crime reports

This M.O.U. was reviewed by the City of Stockton Attorneys and the University of the Pacific Attorneys to ensure that as a private institution, the department was in compliance with State of California laws. A statement of the department's police powers is declared on the front page of the Public Safety website. <http://www.pacific.edu/Campus-Life/Safety-and-Conduct/Public-Safety-and-Services.html>. The department makes continual notifications of the department's standing to all new staff members during their initial employee orientation. New students and faculty members are apprised of the department's authority at the beginning of each academic year during orientation and it is also noted in the Annual Clergy Report. (see attachment # 20). As part of these orientations, the boundaries are announced and a map of area covered by the M.O.U. is available for the viewing. (see attachment #2)

This agreement allows the department to use the Stockton Police Department in terms of threat assessment. Officers have the opportunity to work with detectives regarding matters of safety both on and around the campus. Officers also have the same opportunity to work with neighborhood services in addressing problem locations near the campus. Over the past several years, Public Safety Officers were able to facilitate evictions of tenants who presented a threat to the safety of the campus community. Recently officers responded to a location where non student residents were actively shooting at passing vehicles. The suspects were apprehended and the residents were evicted from the premises.

The M.O.U. also provides the University of the Pacific assistance in the event of a disaster or major emergency service. M.O.U.s for mutual aid is also in place with other first responders including the Stockton Fire Department and the Office of Emergency Services (see attachment #21). Since the Department of Public Safety operates under the umbrella of the Stockton Police Department, the university enjoys the privilege of the California State Mutual Aid Agreement. The Sheriff of San Joaquin County manages mutual aid for the area covering the University of the Pacific Stockton Campus.

As mandated by the Clery Act, the Department of Public Safety maintains all records of patrol activity for each day. There are three patrol activity report versions that are maintained. One is a radio log which contains confidential information including the names of victims. Two other versions are authored which exclude confidential information. One is the Clery Log as required by the Clery Act. (see attachment #22) This is available for viewing at the dispatch center. The other is the media log which is faxed to all media outlets who request to be on the mailing list. (see attachment #23). Every week the department publishes a weekly bulletin which is emailed to different divisions within the university. Several neighboring outside organizations are also included in the mailing. The purpose is to open lines of communications within the area so residents are more aware. This information is published in the student newspaper "The Pacifican" during the academic year. (see attachment #24)

All crime reports, field interview cards, traffic citations, off campus parking violations, missing person reports, traffic collision reports and traffic surveys are submitted to the Stockton Police Department as per the M.O.U. The Stockton Police Department is the records keeper for all reports. The Department of Public Safety keeps a copy of the reports for Clery reporting and for investigative purposes. Officers also complete University of the Pacific Incident Reports. The intent of these reports is to document incidents that are not considered a crime but are an interest to university personnel such as a student violation, casualty, property damage as a result of an accident or similar issue. Like all other reports, incident reports are reviewed by a supervisor for accuracy, spelling, and complete information and the

supervisor decides if further follow up is warranted or the investigation is complete. If the report is complete, the original is kept in the records of Public Safety and a copy is forwarded to the department who has oversight over the incident.

A majority of the issues documented are described in the “Tiger Lore” which contains the policies and procedures for students and student organizations. <http://www.pacific.edu/Campus-Life/Safety-and-Conduct/Student-Conduct/Tiger-Lore-Student-Handbook-.html>.

Students who are in violation of a conduct or code are identified in the report which is submitted to the office of Judicial Affairs. Many of these same policies pertain to student conduct while they are off campus. If a student is arrested for driving under the influence and the arresting authority is aware of the student’s status with Pacific, Public Safety will be notified. A report is submitted to Judicial Affairs for a conduct hearing. The policies and practices listed in the Tiger Lore help guarantee that students are in compliance with acceptable behavior.

**Public Safety’s Overall Rating for “Internal and External Relations” (highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

**Recommendation:** Public Safety goal is to completely edit the current department’s policy. The policies will be placed on the department’s server so it can be changed when needed and paper free.

## PART 7: DIVERSITY, EQUITY & ACCESS

***Within the context of each institution's unique mission and in accordance with institutional policies and all applicable codes and laws, Campus Police and Security Programs (CPSP) must create and maintain educational and work environments that are***

- ***welcoming, accessible, and inclusive to persons of diverse backgrounds***
- ***equitable and non-discriminatory***
- ***free from harassment***

***CPSP must not discriminate on the basis of ability; age; cultural identity; ethnicity; family educational history (e.g., first generation to attend college); gender identity and expression; nationality; political affiliation; race; religious affiliation; sex; sexual orientation; economic, marital, social, or veteran status; or any other basis included in institutional policies and codes and laws.***

***CPSP must***

- ***advocate for greater sensitivity to multicultural and social justice concerns by the institution and its personnel***
- ***modify or remove policies, practices, facilities, structures, systems, and technologies that limit access, discriminate, or produce inequities***
- ***include diversity, equity, and access initiatives within their strategic plans***
- ***foster communication that deepens understanding of identity, culture, self-expression, and heritage***
- ***promote respect about commonalities and differences among people within their historical and cultural contexts***
- ***address the characteristics and needs of a diverse population when establishing and implementing culturally relevant and inclusive programs, services, policies, procedures, and practices***
- ***provide staff members with access to multicultural training and hold staff members accountable for integrating the training into their work***
- ***respond to the needs of all students and other populations served when establishing hours of operation and developing methods of delivering programs, services, and resources***
- ***ensure physical, program, and resource access for persons with disabilities***

- ***recognize the needs of distance learning students by providing appropriate and accessible services and resources or by assisting them in gaining access to other appropriate services and resources in their geographic region***

The Department of Public Safety is fully supportive of the University of the Pacific's commitment to Diversity, Equity and Access. In its statement "The University of the Pacific community - including students, faculty, staff, administrators, and alumni - believes that diversity and inclusion are essential to the fulfillment of our institutional mission. We value inclusiveness in learning, curricular and co-curricular programming, campus climate, recruitment, admissions, hiring and retention.

We remain deeply committed to promoting and maintaining a civil community that facilitates opportunities for shared understanding and expression of individual and collective truths. Moreover, we resolve to maintain a community that is respectful of all persons despite differences in age, citizenship, disability, ethnicity, gender identity or expression, geographic origin, language, marital status, nationality, philosophical beliefs, race, religion, sexual orientation, or socioeconomic status.

We are committed to all members of the Pacific community becoming competent and ethical citizen leaders able to interact effectively and ethically in an increasingly multicultural society and global economy. This transformative process is accomplished through our distinctive integration of liberal arts and professional education promoting innovation, open discourse and dialogue, leadership development, experiential learning and self-reflection."

The University of Pacific Public Safety Department wishes to develop and maintain a most positive relationship with all members of our community. To effectively serve the university, a supportive community oriented approach to law enforcement is essential. As a result, the members of the department are committed to providing quality customer service and adhere to the principles of the following mission statement.

"Our mission is to promote the quality of life on the University of the Pacific campus by working in partnership with students, faculty and staff to provide a safe and secure environment, recognizing and respecting the diversity and uniqueness of the University of Pacific, being sensitive and responsive to the campus community in an efficient and effective manner, and responding to the ever-changing needs of our community."

The department's values support this mission statement:

## Values

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### Our Values

Values are ethical statements of principle that bind us together as an organization. Values form the ethical basis for our decision-making. As individuals and as an organization, we subscribe to these values:

#### Integrity:

Basing our decisions on what is legally and ethically right, safeguarding the legal rights, privileges and dignity of all people.

#### Trust:

Maintaining the highest level of trust and honesty with those we serve by holding ourselves to the highest standards of performance.

#### Commitment:

Exhibiting the spirit of determination and dedication that leads to professionalism and the achievement of excellence in every endeavor.

#### Courage:

Sustaining the mental, moral and physical strength necessary to carry us through the challenges of policing.

#### Education:

We support the educational climate of University of Pacific and are dedicated to the concept of life-long learning. We will adapt to change and prepare for future challenges through professional growth.

#### Teamwork:

We foster collaboration among our employees. We work in partnership with community and other agencies to ensure focus and commitment to achieving goals.

The Department of Public Safety adheres to all University, state, and federal laws. The department and its staff open, equitable and accessible to all campus community members and university visitors. The university's position on diversity, equity and access are documented in statements published in the Tiger Lore, Catalog, Public Safety staff members are continually updated and reminded of any policies and the changes in the interpretation and application of policies and procedures that are issued by the City of Stockton Police Department and the University of the Pacific. Informational updates from the San Joaquin District Attorney's Office, International Association of Chiefs of Police, International Association of Campus Law Enforcement

Administrators and California Colleges and University Police Chief's Association are also passed onto all personnel.

The Department of Public Safety creates and maintains educational practices and work environments to make the campus welcoming, accessible and inclusive of all diverse backgrounds. These policies are equitable and non-discriminatory and events free from practice. The department collaborates with other departments in planning and managing diverse special events. Officers work in partnership with students in the initial planning of events to avoid liability issues. It is also part of the education process to teach students how to avoid these issues which can impact insurance, security and staffing. These events also give exposure to Public Safety staff on cultural, gender and accessibility issues that are a concern to the campus community. Listed below are just a few of these events that Public Safety has collaborated on:

- American Indian Pow Wow
- MEChA (Movimiento Estudiantil Chicano de Aztlan) Car Show
- Black Student Union Dance
- Vietnamese New Year Celebration
- Hmong Family Day
- Hawaiian Club Luau
- LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex and Asexual) Conference
- Women's Resource Center "Take Back the Night"
- Veteran's Day Celebration

Public Safety's S.T.R.I.P.E. program is designed to assist with the transportation of those with disability issues to move around the campus. Officers also transport community members to and from physician's appointments for those with mobility issues.

Public Safety is also an integral member of the Bias Response Team. Officers are first responder to reported acts of bias, hate, discrimination, harassment and discriminatory harassment. Officers are trained to determine if any laws or policies have been violated and to support individuals who may have been victimized. Public Safety documents incidents that impact the safety and the welcoming campus climate. Reports are forwarded to the Bias Response Team to respond to these incidents. If bias-related incidents go unreported, it makes it difficult for the University to appropriately address the issue, it diminishes campus climate, it may make some members of our community feel unsafe or unwelcome, or additional incidents may occur.

**Public Safety's Overall Rating for "Law Policy and Governance"  
(highlighted)**

0	1	2	3	4	NR
Not Done	Not Met	Minimally Met	<b>Well Met</b>	Fully Met	Not Rated

## PART 8: INSTITUTIONAL and EXTERNAL RELATIONS

***Campus Police and Security Programs (CPSP) must reach out to relevant individuals, groups, communities, and organizations internal and external to the institution to***

- ***establish, maintain, and promote understanding and effective relations with those that have a significant interest in or potential effect on the students or other constituents served by the CPSP***
- ***garner support and resources for the CPSP as defined by the mission statement***
- ***disseminate information about the programs and services***
- ***collaborate, where appropriate, to assist in offering or improving programs and services to meet the needs of students and other constituents and to achieve program and student outcomes***
- ***engage diverse individuals, groups, communities, and organizations to enrich the educational environment and experiences of students and other constituents***

***CPSP must have procedures and guidelines consistent with institutional policy for***

- ***communicating with the media***
- ***contracting with external organizations for delivery of programs and services***
- ***cultivating, soliciting, and managing gifts***
- ***applying to and managing funds from grants***

The major goal of campus oriented policing is to establish an active partnership between the police and the campus community along with community partners with the City of Stockton. This helps in analyzing problems and develops solutions and services that are truly community-based. This requires the police to make a conscious effort to create an atmosphere in which community partners actively and willingly cooperate with the police.

Campus policing is service oriented, promoting the concept that members of campus community are the customer and the police are the providers. The needs of the customer become the goals of the provider in delivering professional, customer centered service that is effective, efficient and accountable.

Campus policing depends on partnerships to provide an extra layer of security on and around the campus. It also gives the department the ability

to share information to help community members protect themselves from becoming a victim of a crime. These partnerships allow officers to determine community needs and policing priorities and to promote police accountability and effectiveness. Campus policing is only one way to understand community needs. Other sources of determining community needs are surveys, interviews, workshops, community profiles and other methods.

Campus policing is an effective way to solve problems. Actual and potential causes of crime and conflict within the campus community can be jointly identified and analyzed with the results producing solutions that address the problems in the short-, medium, and long-term.

In campus policing, accountability is achieved by making the police responsible to the community. We create mechanisms through which the police are accountable for addressing the needs and concerns of the campus they serve.

The Department of Public Safety is fully committed in connecting with the campus community as well as our Stockton neighbors. The programs serve two purposes: to educate the community in crime prevention as well as developing a community approach to deter crime on and off the Stockton Campus. Several programs target the campus community in this manner:

### **On Campus Community Projects**

#### **Orientation**

Public Safety is involved in the new student orientation every year. The presentation is an informational for freshman and their parents on the services offered by the Department of Public Safety. Part of that presentation focuses on crime prevention which provokes many follow up questions by the parents. The power point presentation illustrates how lap tops, bicycles, automobiles and valuables can be protected while attending the university. Similar programs are also offered to new staff, faculty and campus visitors. (See attachment #25).

#### **Walk, Stop and Talk Program**

Walk, Stop and Talk program is a cooperative partnership between staff, faculty, and Police Officers that enhances communications, provides an avenue to evaluate needs of the campus community, educate members of the campus community about the services offered by the University of the Pacific Police Department, and to proactively share information, increase awareness and reduce crime.

The program divides the University area into four quadrants. Each week, officers are assigned to walk through the campus buildings within a quadrant of the campus, making contact with staff and faculty. Each week officers target a different quadrant. Officers are required to document the buildings they contacted during their shift and note any issues that are brought to their attention. Officers make these contacts with an emphasis on the following:

- Maintaining a cooperative relationship with staff and faculty.
- Soliciting feedback from faculty and staff about concerns/needs of the campus community in terms of crime prevention programs and safety issues.
- Sharing information on issues concerning crime and prevention with faculty and staff. Officers document the concerns they receive during contact so they are made available to all officers.
- Officer's conduct crime prevention programs when invited by staff or faculty.
- The department shares information concerning police related incidents to the campus community.

### **Officer Liaison Program**

The Officer Liaison Program was established to form a cooperative partnership between Residence Housing Staff, and Police Officers that enhances communications, provide an avenue to evaluate needs to the residence halls, build trust, educate the residence hall community about the service offered by the University of the Pacific Police Department, and to proactively increase awareness and reduce crime.

The Officer Liaison Program pairs officers with a set of residence halls for which they are responsible for serving as a liaison. Officers are responsible for the following in their assigned residence halls. This program is assessed according to the Student Life Division Assessment of Student Learning Outcomes

1. Maintaining a cooperative relationship with R.A.s, RDs and Area Coordinators within the assigned area.
2. Officers solicit feedback from students and housing staff about concerns/needs of the campus community in terms of crime prevention programs and safety issues.

3. Officers relay information from students back to Police Department personnel. The information is documented in memo form to share with others.
4. Officers are required to conduct one program in collaboration with the Housing Staff representative on crime prevention. Topics range from online identity theft, pitfalls of Facebook and Myspace, sexual awareness, alcohol and crime prevention through awareness. Officers rely on housing staff to invite them to meetings. This is not as consistent as the department would like.
5. Ensuring pertinent information about police related incidents is relayed to and/or received by residents.
6. Conducting foot patrols through the residential halls and identifying potential opportunities for criminals. Officers use the opportunity to advise the residents how they can protect themselves from theft.

### **Social Media**

The department has incorporated the use of social media to reach out to the campus community as well as the surrounding area of Stockton. The department of Public Safety established a Facebook and Twitter account. The connection to the community allows the department to educate the community about ongoing safety concern and crime patterns. The department recently posted an informational on the increase of robberies involving gold chains to warn the campus community. Twitter and Facebook is also used to send “Timely Warnings” and also allows the community to send the department messages. Recently a neighbor posted a thank you to officers who responded to a call in their community.

### **Web Based Informational**

The department has established web site listing the services that are offered to the Pacific community. There is a link to “Crime Prevention” that has drop down tabs linked to prevention tips. Visitors can view tips on the same subjects offered at in house presentations and weekly bulletin which lists police actions both on and off the campus.

<http://www.pacific.edu/Campus-Life/Safety-and-Conduct/Public-Safety-and-Services/Safety-Tips-and-Publications.html>

### **Campus Safety Security Committee**

Public Safety and Risk Management cohosts a quarterly meeting during the year that is attended by a cross section of the campus community. Public Safety presents information on current crime trends in the Stockton

Community with emphasis on the surrounding neighborhoods. Members of the committee receive information on the latest crime statistics and trends. The committee brainstorms ways to educate the campus community on how to prevent further crimes from occurring. The department receives and evaluates any suggestions from the committee members. One of the committee members is a staff member representing Staff Advisory Committee who reports back to SAC on any pertinent issues.

### **Crime Warnings**

The departments issues crime warnings whenever a crime series or crime pattern is identified on campus. A flyer is posted on the Public Safety web site and is dispatched to the campus populations by e-mail. A copy is sent to E-news for posting on the University network. See attachment for a sample warning (Attachment 26).

### **Safety Walk**

Each year Public Safety partners with ASUOP and other university divisions to walk the Stockton Campus. The purpose of the walk is to identify potential safety hazards and lighting needs. The issues identified during this walk are documented and prioritized. Public Safety, Risk Management and Physical Plant assess the recommendations and identify funding sources to improve these areas.

### **Standing Committees**

Members of the Public Safety department having standing memberships on several university committees. The Director of Public Safety co-chairs the Pacific Alert Team. The Pacific Alert Team is an emergency preparedness committee who represent a cross section of different areas of the university community. The team serves as an advisory board for the university administration and provides strategic guidance during incidents. The team developed an Emergency Response Manual which was designed to deal with readiness, immediate response, and recovery in the event of any natural or man-made disaster on campus. The Pacific Alert Team oversees operational emergency response and crisis event management. The plan is compliant with S.E.M.S. (Standard Emergency Management System) and N.I.M.S. (National Incident Management System). The plan can be viewed at: [http://www.uop.edu/studentlife/publicsafety/faculty\\_Staff\\_DisasterResponseManual.asp](http://www.uop.edu/studentlife/publicsafety/faculty_Staff_DisasterResponseManual.asp)

The team meets monthly for training purposes and conducts a simulation exercise each year to test the university's ability to respond to a real life emergency.

The department has representation on the University of the Pacific Facility Committee. This committee which is chaired by the Vice President of Finance manages the long term university master plan in the overall development of

university facilities. The membership recently assisted in the ground breaking of a new biology building and a student university center.

### **Student Victim Advocate Program**

**Mission:** The Student Victim Advocacy Program provides free and confidential information, advocacy and support to students who may be victims or survivors of crime, violence or abuse. The Victim Advocate strives to treat victims with compassion and respect and provides education and training to the Pacific community.

The Office of the Student Victim Advocate, in partnership with students, faculty, staff and the community, develops and supports opportunities for addressing a victim's emergency, short- and long-term needs. Through collaboration with University departments, ongoing programs, resources and services are provided by assisting students in achieving their optimum level of health, well being and contributing to an environment where people value and care about themselves and others.

Summary of services provided by the Student Victim Advocate to Victims of Crime:

- Advocacy and support twenty-four hours a day, seven days a week
- Confidential services providing advocacy and support to victims of all crimes
- On-scene crisis intervention
- Assistance with dealing with student judicial hearings and/or the criminal justice system
- Counseling and referrals for primary and secondary victims
- Assistance and support with reporting any incident of discrimination based on race, nationality, religion, or sexual orientation
- Assistance and support with filing police reports
- Support and accompany victims during medical examinations following a sexual assault
- Intervention with professors to crime victims
- Provide an on campus "safe room" for both on and off-campus students
- Help with request for relocation to a new residence hall
- Accompany and support victims during court appearances
- Accompany and assist victims for restraining orders
- On-going educational programs and training to students, faculty, and staff
- On-going collaboration with all departments on the Pacific campus
- Outreach and collaboration with McGeorge School of Law

- Education, information and support to students regarding the criminal justice system
- Community Resources

Though the Student Advocate is a part time, seasonal employee, she assists over 80 students during an academic year and makes over 250 educational presentations to student groups.

The Student Advocate's Office helps students with University-related problems, including harassment, discrimination, defending against allegations of misconduct, procedural problems, grievances, problems with the police, and housing.

The office is managed comparable to a Victim Witness program which is typical in law enforcement. Our program goes one step further in assisting students who may have made a poor decision. The Student Advocate will assist them through the court process when they are listed as a suspect. Mary Ann Pearson was a recipient of the Gary Podesto award for her exemplary service to students on campus.

### **Officer Satellite Stations**

The department established satellite stations in the library and at the front desk of the DeRosa Center. The purpose is to have the officers complete computer related work in areas with high visibility. This serves several purposes including easy access to the campus community, higher visibility of officers which increases the perception of safety on campus and increase in personal relationships between the campus community and officers.

### **Publications**

The department reaches out to the campus community through several publications throughout the academic year. Along with information passed on to the campus through our social media programs (Twitter and Facebook), the department issues following publications:

The Department of Public Safety publishes an annual report. The Annual Clery Report is issued each fall as a mandate from the Clery Act under the guidelines of the Department of Education. The Clery Act requires colleges and universities to report on seven basic categories of crime. These are the same seven categories contained in the Federal Uniform Crime Report as compiled by the Federal Bureau of Investigation. These categories are as follows:

- **Criminal Homicide**—Murder, negligent and non-negligent manslaughter

- **Sex Offenses**—forcible and non-forcible
- **Robbery**
- **Aggravated Assault**
- **Burglary**
- **Arson**
- **Motor Vehicle Theft**

Additionally, the Clery Act requires colleges and universities to report on arrests and/or disciplinary referrals for the following: Liquor law violations, drug law violations and illegal weapons possession.

The Clery Act also requires an accounting of Hate Crimes reported as happening on campus or on public property abutting campus.

The University of the Pacific Department of Public Safety lists incidents from law enforcement agencies whose boundaries border the campus. These incidents are listed in the Clery report along with available programs the university offers. The report lists the incidents reported over the past three years and is available online at

<http://www.pacific.edu/Campus-Life/Safety-and-Conduct/Public-Safety-and-Services/Crime-Statistics.html>

### **Campus Beat**

Each month the department publishes the *Campus Beat* which includes articles on crime prevention, relationship issues, alcohol, drugs and other high profile issues that affect students. (see attachment #28)

### **Weekly Report**

This report is issued each week to the campus community as well as our neighborhood watch programs, local businesses and area law enforcement. The report identifies all of the crime and incident reports that Public Safety responded to during the past week. The Weekly is posted on our website so visitors and parents can view the past weeks activity.

### **Pacifican**

Throughout the academic year, Public Safety and Pacifican staff publish safety related articles in the weekly newspaper. The Pacifican also publishes information from the Weekly Report about incidents occurring on campus.

### **Daily Clery Log**

Every Higher Ed institution with a police or security department is required to publish a daily log on the department's calls or public crime log. Public Safety completes a Daily Log which contains information on all incidents occurring on campus. The Daily Log is available for inspection during business hours at Public Safety located in the basement of Cowell

Wellness Center of the Corvallis Police Department, and their information can be obtained by contacting CPD Records during their business hours.

### **Media Log**

The department publishes and sends a media log to all area television and newspaper sources in the area. A copy is also sent to the University of the Pacific Media Relations in case there are inquiries from outside media outlets.

## **Off Campus Programs**

### **Special Events Security Services**

Public Safety provides planning, managing and security along with other related services at special events held on the Stockton campus. Personnel are part time seasonal employees recruited from the Stockton community or from the campus community who are called to duty when an event is scheduled. Security employees must pass a background investigation through Human Resources and placed on the Public Safety Events Security Roster. Personnel attend a training session each year. (Attachment #29). Procedures have been established for the provision of such services at regularly scheduled events such as intercollegiate athletic games, large entertainment events, selected short courses, larger conferences, state competitions, and similar activities.

Personnel typically provide access control; patron management; protection of dignitaries and guests; security for facilities and equipment. Personnel provide escorts for receipts; coordination of emergency management; and similar public safety functions at these events.

The Public Safety Department works with Housing and Greek Life to assist students plan and manage their events. Public Safety also works with the Office of Student Leadership and Involvement to coordinate events on campus to prevent simultaneous events from impacting each other. Public Safety coordinates with the City of Stockton on larger events to ensure proper management.

In the event sufficient University Police personnel are not available to meet the needs for security at a special event, Public Safety will be glad to work with the host department to procure appropriate private security services through University contracts. Costs for such service may be charged to the requesting department depending on circumstances. Public Safety charges university groups for the cost of hiring the hired back staff and adds a 15% surcharge for off campus groups.

Public Safety loans equipment at no cost to the event organizer. Items such as cones, barricades, sandwich board signs, radios and golf carts

are loaned to assist event organizers with planned events. Even though there is no charge, some of these items are returned in need of repair.

Public Safety initiated a uniform signage program to assist in special events management. This program assist the University in directing the community to special events on campus with professional looking, highly visible signs mounted on large "A" frames. Departments on campus contact our office to order the signs. They are constructed and printed by Physical Plant. The signs are later mounted on "A" frames by our department and made ready for pickup prior to the event. The cost of each sign is \$7.00 and is economical to provide a uniform look throughout campus. Prior to this program, the signage for special events was inconsistent and unprofessional in appearance.

### **Apartment Watch**

Crime and fear of crime in the Stockton community impacts the university's ability to recruit new students along with current student's well-being. Students become afraid to use streets and parks, suspicion erupts between young and old, students sometimes transfer. Crime in turn feeds on the isolation it creates. This program teaches residents how to impact the issues with their apartments through a team concept, everyone looking out for each other. With guidance from a Stockton Police Community Service Officer, the Apartment Watch trains its members in home security techniques, observation skills, and crime reporting. Residents also learn about the types of crime that affect the area.

Public Safety hosts quarterly meetings on campus, bringing all apartment managers together to talk about current trends in crime prevention, problems within their respective complex and guidance on removal of problem tenants. Public Safety also monitors the watch commander daily from the Stockton Police Department. If a subject is listed on the daily as being arrested for a felony crime and lives in an apartment in close proximity of the campus, the management is alerted of the arrest so the apartment manager can assess if it warrants an eviction.

Public Safety has established a list of apartments that continually generate a low number of calls for service. This list is issued to perspective students who are looking for off campus housing.

### **Emergency Preparation Training**

Public Safety has made several presentations to the staff of Hospice. Each year Public Safety makes a one hour presentation to the staff of Hospice so they can meet their insurance mandates. This service has also been made available with several churches including Presentation Catholic and the Jewish Synagogue.

### **Safety Presentations**

Public Safety has made several safety presentations at neighborhood watch programs. Public Safety made one on May 21, 2012 at 1066 N. Country Club Blvd. where over 35 members of the neighborhood were present. Public Safety recently attended 5 neighborhood watches on August 7, 2012 for National Night Out.

### **Neighborhood Watch**

Public Safety is currently working with Stockton Police to develop a quarterly meeting with the neighborhood watch captains. This is designed to share information between the different neighborhoods watches located around the Stockton campus to be aware to issues that may affect their safety. Public Safety officer routinely respond to high priority calls within the boundaries of the M.O.U. Once an officer arrives and minimizes any danger, they determine if the reporting party is a member of the campus community. If the officer determines the reporting party is not a member of the campus community, a Stockton Police Officer is dispatched to take over the call.

### **Information Sharing**

As a benefit of the Memorandum of Understanding, the department receives a copy of the Watch Commander's Daily twice a day. This daily lists all of the significant incidents that have occurred on campus over the past twelve hours. (See attachment #30). The department is able to analyze these incidents to see if any could impact the safety of the campus community.

All of Public Safety's crime reports, accidents reports, traffic tickets, off campus parking tickets and field interview cards are submitted to the Stockton Police Records Division. The department also receives a weekly Crime Analysis Bulletin from Stockton Police Department Crime Analyst Unit. This bulletin lists all of the major crimes including any information on suspect information. (see attachment #31).

### **Mutual Aid**

The Department of Public Safety provides mutual aid to officers from the Stockton Police Department, San Joaquin County Sheriff's Office, San Joaquin Delta College and Stockton Unified Delta College. The listed department provides the same service for Public Safety. The department currently has an office for Stockton Officers to complete their reports. This serves the university as the more patrol cars in the area of the campus; the perception of safety to the campus community is increased.

### **Stockton Unified School District Internship**

This past year, Public Safety created an internship with Stockton Unified School District. Each week an adult student from their continuation program

with an interest in law enforcement worked with the department on a variety of projects. The student was allowed to ride with officers and complete law enforcement tasks as part of the program. His performance was assessed each week as part of his compensation from the program.

**Public Safety’s Rating for “Institutional and External Relations”  
(highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally	<b>Well Met</b>	Fully Met	Not rated

**Recommendations:** Public Safety has initiated a program to help facilitate the relationships between Pacific’s residential neighbors and University students. A large number of students live off campus but in close proximity. Many host large parties that impact the quality of life. Public Safety has alerted the residents to call dispatch and a Pacific officer will respond. The department has set up a process to alert the property owner of the rented home which has significantly reduced these problems.

## PART 9: FINANCIAL RESOURCES

***Campus Police and Security Programs (CPSP) must have funding to accomplish the mission and goals. In establishing funding priorities and making significant changes, a comprehensive analysis must be conducted to determine the following elements: unmet needs of the unit, relevant expenditures, external and internal resources, and impact on students and the institution.***

***CPSP must demonstrate efficient and effective use and responsible stewardship of fiscal resources consistent with institutional protocols.***

Over the past several years, the Department of Public Safety has received adequate funding to support the department's three major objectives: providing security for the campus community, planning and management of special events and collaborative crime prevention education to the campus community. The department's fiscal affairs are managed by the department's administrative office manager. He oversees the department's budget, making sure fiscal operations are in accordance with university policies and procedures. He provides budgetary direction to Public Safety employees on purchases and account management. He also oversees the payroll procedures, making sure all employees are completing their payroll sheet in accordance with university policy and FLMA.

### **Budgeting & Planning**

Public Safety's goals are completed through short term planning with our operational budget and long term planning with our special security funding. The university allocates funding to several different accounts at the beginning of each fiscal year. The GDPS account which for fiscal year 2012-2013 was \$1,403,999.70 (41,290,276.67 for salary, \$104,121.13 for noncapital expenditures and \$9,601.90 for capital expenditures)

The student operated S.T.R.I.P.E. or GDSA Student Auxiliary account has \$69,489.97 assigned (\$55,493.00 for student salaries, \$2,941.77 for non-capital expenditures and \$11,055.20 for capital expenditures).

Last year under President Eibeck's leadership, continuous funding was earmarked to improve the long term security needs of the campus. Due to the loss of city resources and the increasing concerns of students or crime on and especially off the campus, The GDSS Campus Safety and Security Funding is set at \$500,000 (\$129,015 for additional personnel and \$370,985 for non-capital expenditures).

Public Safety has one account that is not funded by the university. GDSE which is the Public Safety Special Events Fund is supported through the events Public Safety helps manage and provide security for. The account carries over year to year. Public Safety charges other university units who request security. Security officers are temporary employees who work security after they are employed and receive training. Their hourly rate is charged back to the event host along with a 15% administrative charge. The funding from the administrative charge accrues and allows the department to purchase replace signs, repair event golf carts and purchase uniforms and radios for event's staff.

**Public Safety's Rating for "Institutional and External Relations"  
(highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally	<b>Well Met</b>	Fully Met	Not rated

## PART 10: TECHNOLOGY

***Campus Police and Security Programs (CPSP) must have adequate technology to support the achievement of their mission and goals. The technology and its use must comply with institutional policies and procedures and be evaluated for compliance with relevant codes and laws.***

***CPSP must use current technology to provide updated information regarding mission, location, staffing, programs, services, and official contacts to students and designated clients.***

***CPSP must explore the use of technology to enhance delivery of programs and services, especially for students at a distance or external constituencies.***

***When technology is used to facilitate student learning and development, the CPSP must select technology that reflects intended outcomes.***

***CPSP must***

- ***maintain policies and procedures that address the security, confidentiality, and backup of data, as well as compliance with privacy laws***
- ***have clearly articulated plans in place for protecting confidentiality and security of information when using Internet-based technologies***
- ***develop plans for replacing and updating existing hardware and software as well as plans for integrating new technically-based or supported programs, including systems developed internally by the institution, systems available through professional associations, or private vendor-based systems***

***Technology, as well as workstations or computer labs maintained by the CPSP for student use, must be accessible to all designated clients and must meet established technology standards for delivery to persons with disabilities.***

***When the CPSP provides student access to technology, it must***

- ***have policies on the use of technology that are clear, easy to understand, and available to all students***
- ***provide assistance, information, or referral to appropriate support services to those needing help accessing or using technology***

- ***provide instruction or training on how to use the technology***
- ***inform students on the legal and ethical implications of misuse as it pertains to intellectual property, harassment, privacy, and social networks***

***Student violations of technology policies must follow established institutional student disciplinary procedures.***

***Students who experience negative emotional or psychological consequences from the use of technology must be referred to support services provided by the institution.***

The Department of Public Safety has sufficient technology to support the department's programs and related services. Over the past nine years, Public Safety has continually upgraded its Records Management System with software updates, digital radios, cameras, monitors, equipment, and technical capability. Earlier this year, the department upgraded its Automated Records Management System (ARMS) with the newest software. The updated system comes with a report writing application that allows officers to complete reports in the field, have them reviewed by a supervisor and indexed into the ARMS programs so information can be retrieved at a later time. This eliminates the need for a dispatcher to index the report which can be time consuming. Officers are currently in training to learn how to complete and submit their reports.

The system has advanced the department's ability to expedite the delivery of crucial reports to Judicial Affairs, Risk Management, outside law enforcement agencies and other concerned agencies in need of a report in a timely manner. All reports and related information is indexed into the ARMS system. This information is stored in a secured server located in the Office of Information Technology. Only trained personnel who are employed with Public Safety have access to the ARMS program. Currently students do not have access to this information. The installation process for the upgraded system has taken several months under the guidance of OIT, Student Life Technical Support and Public Safety technology specialists. This allowed the process to be completed under university guidelines.

The system is set up separately from the university wide Banner system and information from each system cannot affect each other system. Dispatchers and the Administrative Coordinator have been trained and have access to each database. This allows personnel to access needed information that could be critical to the safety of a member of the campus community. All users of ARMS are required to have the same training as with Banner, including completing the FERPA training, Clery training and signing the Confidentiality Agreement.

The Administrative Coordinator has access to the Housing and Greek Life Records Management System (RMS) which gives Public Safety access to information that could assist officers during the course of an investigation. In 2008, Public Safety joined in a collaborative partnership with Judicial Affairs, Athletics, and Housing and Greek Life to launch the Judicial Module within RMS that assists with the management and adjudication of student conduct.

Public Safety learned that Stockton Police were in the process of changing out their mobile lap tops. Public Safety requested 15 police lap tops from the City of Stockton Police Department to enhance the department's technology. As Stockton Police phased out the older lap tops, Public Safety was able to receive these replacements at no cost. This allows officers to take these computers out into the field and perform their work without having to return to the station. They are able to access the ARMS system reducing the dispatcher's workload. Officers can update case information and when fully trained, complete reports in the field and submit the report for supervisory approval. Dispatchers will no longer need to input this information as it will automatically upload once the report is completed and approved.

Public Safety recently updated the department's radio system. Federal law requires all of the departments' radio transition from an analog system to a digital system by 2013. The department has finished this transition including a digital dispatch console. This required the replacement of digital repeaters. Both systems needed replacement (channel 1 for police dispatch and channel 2 for special events dispatch.) This system also allows officers to monitor Stockton Police and Stockton Fire Departments.

The City of Stockton has placed a computer in a spare office which serves as a report writing station for their officers. Public Safety sworn personnel also have access to this system. It allows officers' access to the Stockton Police Records Management System. Officers can check on the status of reports, identify property owner information, and learn about calls for service in the neighborhood surrounding the campus. Recently there was a call near the campus where someone was firing a handgun. A subject was detained and officers learned he was a felon and was subsequently arrested. Officer identified the owner of the property where the shooting occurred, notified the property owner who subsequently evicted the subject.

Recently Public Safety hired a part time lieutenant to oversee the integration of security technology across the entire campus. Lt. Germann retired four years ago after 19 years of service with the University of the Pacific Police Department. He has an extensive background in technology and owns his own software company that supplies law enforcement organizations. He is charged with overseeing the upgrades in security (lights, alarms, one card and cameras) on campus. Under the present system, independent departments can purchase a system of their choice without any standards.

This causes problems with repairs, integration, and the ability of Public Safety to monitor these cameras.

Lt. Germann is chairing a committee with representation from Physical Plant, OIT, Risk Management and other representatives from the campus community. They have established a policy and a set of guidelines that employees must take into consideration when considering the purchase of security technology. The goal is to have all cameras in a public area to be reviewable by Public Safety. Currently there are two parking lots that have cameras (lot #3 behind athletics and lot #7 behind the fraternities). At this time, Public Safety is able to reactively view cameras as opposed to proactively which means dispatchers look at the cameras after the crime occurs in an attempt to identify the suspect. A proactive system is when the cameras are being actively monitored by a dispatcher.

Currently the technology committee sets standards for lighting, cameras, one card and alarms (see attachment #32). The Safety and Security Committee which is co-chaired by Ash Chaundry of Risk Management and Mike Belcher of Public Safety prioritizes the safety and security needs of the campus according to the available funding. Recently a list was developed about the current needs of the campus in terms of power outage (i.e. generators, evacuation signs, emergency lights) and another list to improve the safety of the campus community (i.e. one card access, cameras, lighting improvements).

**Public Safety’s Rating for “Technology” (highlighted)**

0	1	2	<b>3</b>	4	NR
Not Done	Not Met	Minimally	<b>Well Met</b>	Fully Met	Not rated

## Part 11. FACILITIES and EQUIPMENT

***Campus Police and Security Programs (CPSP) must have adequate, accessible, and suitably located facilities and equipment to support the mission and goals. If acquiring capital equipment as defined by the institution, The CPSP must take into account expenses related to regular maintenance and life cycle costs. Facilities and equipment must be evaluated on an established cycle, including consideration of sustainability, and be in compliance with codes and laws to provide for access, health, safety, and security.***

***CPSP staff members must have workspace that is well-equipped, adequate in size, and designed to support their work and responsibilities. For conversations requiring privacy, staff members must have access to a private space.***

***CPSP staff members who share workspace must be able to secure their own work.***

***The design of the facilities must guarantee the security and privacy of records and ensure the confidentiality of sensitive information.***

***The location and layout of the facilities must be sensitive to the needs of persons with disabilities as well as the needs of other constituencies.***

The Department of Public Safety is currently located in the basement of the Cowell Health Center at 1041 Brookside Rd., Stockton Ca. The building is approximately 4600 square feet. The entrance of the department has a covered patio with an area of 1875 square feet. This is an area that is utilized for parking golf carts to protect them from the elements. There is bicycle rack for students living on the third floor of Cowell Center.

As you enter the building on the east side, there is a foyer leading to a hallway. The hallway divides the department with the dispatch center area on the right. This area also includes two offices (director and administrative coordinator), holding cell area (two cells, evidence room and report writing station along with office mail boxes for Public Safety staff. Also located on this same side of the hallway is the copy machine, women's and men's restroom and the sergeant's office. Three sergeants share this office. Each sergeant has their own station and rarely does all three working the same hours.

On the left side of the building is a large conference room that has a capacity of 33 seating's. This room is widely used by students as it is the only 24/7 study hall on campus. The conference room also has an individual office at the back of the room where the Student Advocate's office is located. This sometimes can be difficult for her position as students who want to talk in confidence may not want other students see them walking into the Student Advocate's room.

Also located at the rear of the conference room are two other rooms, a storage room for S.T.R.I.P.E/Event Security equipment and a second office. This office houses the events/parking coordinator and the lieutenant. Stockton Police has equipped this room with a computer that allows their officer to complete reports as well as University officers to access a variety of software tools offered by the city. The computer contains their records management system which allows officers to gain access to information to assist them with an investigation.

There is a locker room for Public Safety staff to store and change into their equipment their uniforms. The locker room is small and contains 20 lockers where both male and female employees must change. There is no room for additional lockers for temporary employees who have equipment and uniforms.

The back portion of the Department of Public Safety is a large storage room. This room contains stored records, equipment, tools, technology equipment, bicycle parts and other miscellaneous items. There are two additional rooms, one enclosed that is alarmed where officers' weapons sensitive equipment such as the Pacific Alert Team equipment is stored. The other is a gated open room with a pad lock where recovered bicycles are stored. The bicycles are stored here for a short time before being moved to a storage container on the other side of campus.

In the last nine years, the department has increased staffing by six but the department's space has remained the same. There is an increase in demand for real time video surveillance but with the current infrastructure, it would be difficult to do without some major modifications in the dispatch workspace. The most economical modification is for Public Safety to move some of their operations to the third floor of Cowell. Administrative offices could be relocated to the third floor. The vacated offices next to the current dispatch location could become a camera room for live video monitoring. Both the dispatcher in the camera room and the dispatcher at the radio console could communicate during a critical incident.

Separate male and female locker rooms could be established and the dispatchers who are confined to the office for the eight hour shift could have a lunch room

Public Safety currently has several patrol vehicles marked as police cars assigned to the department. Four Ford Crown Victoria, two Dodge Chargers, two impalas (one white and one marked black and white as a patrol vehicle), a Ford Escort, a Chevrolet pick-up and a Chevrolet Malibu.

The department has twelve golf carts; four are four passenger carts that are earmarked to Special Events Management. Five are four passenger carts that are earmarked for the S.T.R.I.P.E. team. S.T.R.I.P.E also has a 6 passenger cart that is considered street legal so escorts can cross Pacific Ave. One cart is an administrative cart for dignitary transports and one is an older cart that is used by members of the Pacifican for their newspaper delivery. Most of the carts are older as the department purchases reconditioned carts due to costs. Public Safety gets numerous requests each year to borrow the carts for a few hours or for the day. These causes wear on the carts. Some carts come back damaged with costly repairs. Repairs due to wear or damage has cost the department \$6,500 or more each of the past three years.

The department has several “green “vehicles other than the golf carts. The department has two T3 Motion chariots that operate off of rechargeable batteries. The department has four police bicycles as well.

**Public Safety’s Rating for “Technology” (highlighted)**

0	1	2	3	4	NR
Not Done	Not Met	Minimally	<b>Well Met</b>	Fully Met	Not rated

**Recommendations:** Security technology on the Stockton campus is moving from a reactive camera monitoring to a proactive monitoring dispatch center. The current dispatch center arrangement makes the ability to proactively observe cameras and monitor a dispatch console prohibited. The most cost effective way to remedy this is to allow Public Safety to take over a portion of Cowell Health Center which is currently occupied by students. The department could move offices to the third floor which would create valuable space in its current location. The department would be able to create a camera room next to the current dispatch location where the dispatcher could monitor the cameras but be available to assist the dispatcher at the radio console during time of a critical incident. Other space would be used to create a female locker room rather than a shared locker room.

## Part 12. ASSESSMENT AND EVALUATIONS

***Campus Police and Security Programs (CPSP) must have a clearly articulated assessment plan to document achievement of stated goals and learning outcomes, demonstrate accountability, provide evidence of improvement, and describe resulting changes in programs and services.***

***CPSP must have adequate fiscal, human, professional development, and technological resources to develop and implement assessment plans.***

***CPSP assessments must include direct and indirect evaluation and use qualitative and quantitative methodologies and existing evidence, as appropriate, to determine whether and to what degree the stated mission, goals, and intended outcomes are being met as effectively and efficiently as possible. The process must employ sufficient and sound measures to ensure comprehensiveness. Data collected must include responses from students and other constituencies, and aggregated results must be shared with those groups. Results of assessments must be shared appropriately with multiple constituents.***

***Results of assessments and evaluations must be used to identify needs and interests in revising and improving the CPSP, recognizing staff performance, maximizing resource efficiency and effectiveness, improving student achievement of learning and development outcomes, and improving student persistence and success. Changes resulting from the use of assessments and evaluation must be shared with stakeholders. .***

The two main missions of the Department of Public Safety on the Stockton Campus are to provide a safe and secure environment on the Stockton campus and the surrounding neighborhood. The second purpose is to support other departments in providing planning and management for their programs. The safety and security of the campus is dependent on several factors. The first is the amount of crime that is reported. Evaluating how effective the department is in controlling crime is based on the level of crime on and around the campus. The amount of crime is just as important as the type of crime that is reported. A higher level of petty thefts will have less impact on the perception of safety than one reported violent crime.

Many variables are considered in lowering the amount of crime especially in the City of Stockton which was recently rated as the 2<sup>nd</sup> most violent city in the State of California. When dealing with crime your dealing with human behavior in terms of the suspect and the victim and their actions so you must be adaptable in your approach to prevent it from occurring. This is important to the University and its recruitment of new students as parents use the Clery Annual Report to assess a university's safety.

According to the website <http://www.securityoncampus.org>, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act or Clery Act is a federal statute codified at 20 U.S.C. § 1092(f), with implementing regulations in the U.S. Code of Federal Regulations at 34 C.F.R. 668.46. The Clery Act requires all colleges and universities that participate in federal financial aid programs to keep and disclose information about crime on and near their respective campuses. Compliance is monitored by the United States Department of Education, which can impose civil penalties, up to \$27,500 per violation, against institutions for each infraction and can suspend institutions from participating in federal student financial aid programs.

All crime reports created by the department of Public Safety are forwarded to the City of Stockton Police Department. The reports are indexed into the Report Management System and their Crime Analysis System. This allows the Crime Analysis to determine if there is an increase in crime. Public Safety indexes this same information into the Automated Report Management System. This system allows officers to evaluate if there is an increase in a certain type of crime or the development of a crime pattern. A spike in crime (increase in the number of computer thefts) the development of a crime pattern (increase in different type of thefts from a building) results in an analysis to determine a response. The response may be an increase of patrol activity, development of a program to educate the community, hardening the target or a combination of all three. Hardening the target is making the theft less likely by installing lighting, cameras, one card or alarms, Each week, the Stockton Police Department sends the department a copy of the crime activity in the area. This assists the department when evaluating where to concentrate our resources to address any crime issues.

During the 2010-2011 academic years, an analysis of a crime pattern revealed a number of thefts on campus. Educational leaflets were published and dispersed throughout the campus. This resulted in a student reporting a suspicious female in one of the halls. Officers responded and arrested the female who had an outstanding warrant and was found responsible for over 10 thefts. This assessment process works well with off campus safety issues. Recently the department learned of a problem tenant living in the 600 block of Dave Brubeck. An evaluation of both Stockton Police reports and those generated by the Department of Public Safety revealed an older female living

in the apartment who was frequently intoxicated. Numerous transients moved into the apartment with her, some who had been arrested for outstanding felony warrants. Officers used the information from the assessment to notify the landlord who started the eviction process.

Public Safety's greatest asset is its staff. It is important that employees have a clear understanding of the department's mission and goals to ensure quality customer service as a support organization for other university departments. Performance is evaluated daily based on the standards set by Human Resources <http://www.pacific.edu/About-Pacific/AdministrationOffices/Business-and-Finance-Division/Human-Resources/Resources-for-Employees/Employee-Performance-Review-Program.html>

The evaluation process serves a number of important purposes for both employees and supervisors. Evaluations provide employees with:

- feedback on their work quality;
- feedback on their overall work performance;
- feedback on their work behavior;
- feedback on customer comments received;
- feedback on strengths and weaknesses;
- an opportunity to gain insights into the supervisor's perceptions of work performance;
- and opportunity to become aware of the supervisor's concerns;
- an opportunity to learn what the supervisor views as important to be successful at the company; and
- an opportunity to learn how to improve and enhance performance.

Supervisors review the daily reporting logs for employee performance. If the supervisor identifies a performance issue, it is brought to the attention of the employee immediately. This response may be with additional training or discipline. The response to the issue is documented in the employee's performance log. The employee's performance is continually assessed to see if the response corrected the behavior with supportive documentation in the performance log. Employees with continuing poor performance receive a mid-year review with noted expected performance. Each year employees receive an annual review of their year's performance. This review is used to

determine the level of merit pay they receive for the next academic year. Each year the department nominates an "Employee of the Year" for both sworn and non-sworn positions.

Another important component of the department's mission is to provide quality service in support of other department's events. The Department of Public Safety helped plan and manage over 225 events last year. These events included athletics events, speaking engagements, and student social programs. It is important that these events are properly planned, staffed and managed. After each event is over, personnel who are assigned attend a debriefing of the event and any incidents or issues are noted. The issues are reviewed with noted corrections for future events. The department's largest event is commencement where over 30 employees are assigned to staff the event. Many of the issues from past commencements were related to traffic and parking. As a result of similar debriefings, the department has been able to reduce costs on excess shuttles and improve traffic flow with adequate parking.

The department has several sets of policies and procedures. Personnel are required to adhere to the policies set forth by the university relative to personnel issues (hostile work environment, leave, vacations etc.) These policies are continually reviewed by Human Resources. Public Safety must also follow the policies and procedures of the Stockton Police Department which are continually reviewed and changes are made in accordance to best practices. Public Safety has a set of operational policies and procedures to address campus related issues (S.T.R.I.P.E., Bollards, and complaints) which are currently being reviewed. Public Safety reviews information that is sent via IACLEA (International Association of Campus Law Enforcement Administrators) and CCUPCA (California College and University Police Chiefs Association) on updates of best practices and evaluate whether Pacific's policies need updated as well.

### **Student Learning Assessment**

Public Safety uses both qualitative and quantitative process to identify progress of departmental programs that are associated with Student Life Learning Outcomes. The department uses several research methods to determine achievement. These methods include evaluations, in session self-reflection by students, pre and post questions. Public Safety staff is continually evaluating the way we assess our programs which helps us better understand student learning.

The department currently has two programs under evaluation for the academic year 2011-2012. The first is the S.T.R.I.P.E. program. Students are recruited and prior to their training they are questioned in two areas, their knowledge of their job and their knowledge of the opportunities available to them in law enforcement. After they receive the necessary training, they

attend meetings each month where they receive more training and presentations from representatives of various law enforcement careers. In the past this program has had significant success along with its ability to serve the campus in providing safe transportation.

One S.T.R.I.P.E. cadet graduated and became a member of the California Highway Patrol, another female cadet became a park ranger. The program also recruits San Joaquin Delta College students, many who never believed Pacific was an option to them to extend their education. Four of the program's past cadets are currently attending the university. The success of this program has allowed for a partnership between Stockton Unified School District where they placed an adult student with law enforcement interests one day a week working with officers. For more on last year's assessment (see attachment #33)

The other program that is currently being assessed is the Officer Liaison Program where as a result of participation in the Officer Liaison Program, student leaders will learn to identify the following: (1) Students will demonstrate relationships that create a safe environment for students with their assigned officer, (2) Students will be able to articulate services offered by public safety, and (3) Students will be able to describe ways to handle unsafe situations. The University outcomes with which these outcomes align are creative and critical thinking, communication, collaboration and leadership, and ethical reasoning. Interactions with officers, especially in an educational setting, will better prepare students when put in a situation where they may need help.

Each officer is responsible for co-hosting one presentation each calendar year. They may choose any topic educational topic that relates to student safety,. By collaborating with officers, housing staff have a better impression on the different ways Public Safety can provide resources. For more information about last years Learning Outcomes, (see attachment # 32)

## Part 13. RECOMMENDATIONS

After completing this self-study, there are several distinct areas that the Public Safety faces in its effort to complete its mission, objectives and learning outcomes. The main recommendations identified and supported by this self-study are:

**Facilities:** The department staffing has grown over the past several years along with the demand to increase proactive camera monitoring. With the current space allocation, this makes it necessary to look for additional spacing. This will allow the department to modify the dispatch center to allow two dispatchers to work. The intent is to create space where one dispatcher can work the desk, answering calls and monitoring the radio traffic while the second dispatcher is responsible for the monitoring of the university's camera system.

**Enhance relationships and alternative staffing:** With the increasing crime problems in the City of Stockton and the lack of city resources, Public Safety has to continue building relationships with local residents, nonprofits, city departments and state agencies in order to keep crime out of the Stockton campus. The University of Pacific community needs to be self-reliant in providing security to the campus community. To increase the staffing levels can be very expensive considering the training, equipment and benefits to put a new officer on the streets. The university should consider increasing Public Safety's presence by contracting with local security companies like other universities have done to enhance the perception of safety as well as making it more difficult to commit a crime. The department could assign four to five security officers to patrol the inner perimeter of the campus to increase this presence. The department could assign current sworn officers to the outer perimeter which would deter criminals from coming onto campus. This would be significantly less expensive than hiring new staff.

**Parking Planning Process:** Parking permit dispensers are needed on the Stockton campus so a visitor's experience is not impacted by the frustration created looking for a parking permit or for receiving a citation. The parking lots need better signage advising visitors of the lot numbers and the need for a permit to avoid a citation. There is also a need for a parking request process where university division can make a request for additional parking. The Safety and Security Committee seems like a logical choice as they already manage many similar type of issues with buildings and safety concerns.

**Assessment of training needs:** Public Safety training is necessary with the ever changing dynamics in law enforcement but can be very expensive especially when you include travel and accommodations. Public Safety has developed a balance approach in training by identifying training needs and different approached to fulfill those needs. Some training offers no alternative but to send an officer away from the campus which is not cost effective.

**Improved policies:** Develop a policy that identifies the resources (signs and carts) Public Safety is to provide to other divisions on campus, how to assess costs for their use and a financial recovery plan for items damaged. or not returned.

There is a continual need to update Public Safety policies so they are aligned with the latest best practices. Stockton Police are able to do this with the personal resources and City Attorney keeping abreast of ever changing litigation but most of their polices are for public domain and not higher education. With the limited personal resources to keep a watchful eye on needed policy change, it is recommend outsourcing to a company that specializes in regularly updating and customizing policy manuals based on federal and state laws, regulations and public safety best practices. To avoid future litigation by identifying best practices in safety, Public Safety should contract with Lexipol which specializes in keeping policies updated and the recommendation is that Public Safety's policies be monitored through their company. <http://www.lexipol.com/>

**Safety Improvements:** Over the next three years security improvements are needed in the following areas. It will be the responsibility of the safety and Security Committee to prioritize these items and any unforeseen security risks along with locating the necessary resources to complete their installation:

- Increase in cameras in parking lots and buildings
- Security officer assigned to patrol the east side of the campus between 6:00 PM and 2:00 AM
- Additional police officer to patrol the neighborhoods adjacent to the campus
- One card access to buildings that need 24 hour access.
- Shuttle service around the perimeter of the campus
- Supplemental security for the Miracle Mile
- Additional staffing to monitor cameras on campus.
- M.O.U. with the City of Stockton allowing us to monitor cameras on city streets near the campus.
- Establishment of a Safety and Security Committee to continually access the security needs of the campus and identify resources to address those concerns.
- Increased lighting around several key buildings on campus

**Safety assessment:** Continue to increase efforts to identify potential areas on campus that are vulnerable to theft and to alert those responsible for their repair or installation of protective equipment. The department should work with Institutional Learning in identifying new methods of assessment. The assessment is a community responsibility. Our partnership with the campus community increases the likelihood that areas prone to victimization are identified quickly so they can be addressed to prevent crime. The area around the campus needs to be included in the assessment process. This will allow the department to identify potential security risks and forward them to city departments for repairs.



