



The University of La Verne

Program Review of:

Department of Campus Safety and Transportation

“CS&T 2020”

Prepared By:

Stan Skipworth · Jeff Boster · Jeff Clark · Lisa Grater

May 31, 2013

Table of Contents

| Page | |
|-------------|--|
| 3 | Executive Summary |
| 5 | Mission & Vision of Campus Safety and Transportation Services |
| 6 | Description of Department and its Capacity |
| 7 | Organizational Chart |
| 8 | Physical Assets, Inventory and Equipment |
| 10 | Emergency Preparedness Group, Organizational Chart |
| 13 | Parking Management |
| 14 | IFAS Business Software Solution illustration |
| 15 | iParq Parking Management Software Solution |
| 16 | Organization Operating Budget, Funding and Divisions |
| 18 | Effectiveness Indicators; Recognized Sources |
| 21 | Incident Tracker Calls-for-Service Reporting Software Solution |
| 23 | Parking & Transportation Resources & Facilities Overview |
| 26 | Overview of the Organization's Culture, History and Leadership |
| 28 | Findings from this Process |
| 31 | Recommendations |
| 37 | Organizational Growth & Employee Development |

Executive Summary

The University of La Verne's history is rich in its dedication to provide a superior learning opportunity and environment. As part of this commitment, the University maintains a Safety & Transportation Department, staffed with certified safety professionals who are trained and dedicated to help preserve the safest and most enjoyable campus conditions possible.

The Campus Safety & Transportation Department aligns its skilled and diverse workforce with crime prevention programming and security services that pursue the earliest signs of a hazardous or dangerous condition, and immediately respond to such concerns in order to eliminate that condition or concern. The Campus Safety & Transportation Department also actively manages the University's cadre of Parking facilities and programs, including all permitting functions, lot maintenance and management, Zip Car fleet, shuttle and transportation systems and vanpools, as well as all University-managed Rideshare and commuter programs designed to reduced single-occupant trips to campus, thereby furthering the versatility of the existing parking facilities.

To support the desired growth of the Campus Safety & Transportation Department, the employees of this department created a revised Department Training and Development Plan, Department Training Manual; and training matrix. This effort was completed in less than 45 days, and has already served the following upgrades in employee development:

- *All CS&T employees now participate in a core training cycle that includes:*
 - *Proprietary-level California Guard Card certification*
 - *12 hours of Emergency Preparedness training via 4 courses offered by the Federal Emergency Management Agency ("FEMA"; Incident Command System Modules 100HE, 200, 700 & 800).*
 - *Active Shooter response training*
- *All CS&T employees have been rescheduled to a standardized performance appraisal cycle, with a completion date of April 30 of each calendar year. This eliminates multiple assessment periods, and ensures employee eligibility for salary and benefit advancements based upon performance are properly in position at the start of each new Fiscal Year, eliminating unnecessary delays for such consideration. The Campus Safety & Transportation Department became the first area of the University of La Verne to adopt this new format with the full support of the Human Resources Department.*

The Campus Safety Department also diligently seeks to inform current and prospective students and families of these goals toward a safer and orderly campus, and provides timely and thorough reports that are contained in its Annual Crime Statistics Report and Fire Safety Report, as outlined in the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act.

The University of La Verne and its Campus Safety & Transportation Department have also recognized the advanced expectations of students, faculty, staff and visitors of colleges and universities across the country to expand its scope of planning, preparation and readiness for emergencies and critical events. This emphasis has led to a comprehensive assessment of the University's existing protocols and resources as of January 1, 2013. The Emergency Preparedness update, scheduled to be completed by September 1, 2013, will focus upon the following core strategies:

- An advancement of the Emergency Notification System (ENS) for the campus, including a transition to an 'opt-out' format for enrollment.*
- A new, dedicated webpage within the University's website, to more effectively centralize and provide resource information, links, guides and campus information for campus community members, media and allied agencies and first-responders.*
- A comprehensive revision of the Emergency Operations Center facility and equipment, as well as the cadre of deployable field equipment during sustained emergency response operations and recovery operations.*
- A comprehensive training portfolio for all Campus Safety personnel, Building Team Leaders, EOC/Incident Command Leadership, and campus community addressing the prevailing emergency response protocol subjects today, and, the development of Department-level media relations personnel who will have advanced training in media interactions to support the University's Office of Public Affairs and assist the City of La Verne during joint operations trainings and real-time events.*

The Campus Safety Department will utilize surveying of internal (Department), external (Campus) and distant constituencies (City, County, Higher Education communities) to assess its performance and results towards these efforts. In addition to confidential reporting of these surveys, we will also seek feedback groups and steering committee sessions to help us identify opportunities for additional success. These groups will be convened to address security, safety, emergency preparedness, special event, transportation and parking issues.

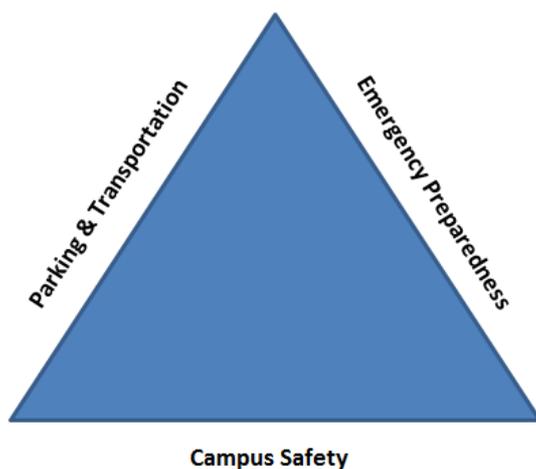
In all aspects of this desired growth and progress, the Campus Safety & Transportation Department will continue to value greatly each of its relationships with on- and off-campus collaborators who help the Department meet its service mission.

Department Mission

To ensure a safe and secure environment supportive of the University of La Verne educational mission and purpose.

Our Vision:

The Campus Safety & Transportation Department will be recognized as a premier University-based public safety, public-service organization composed of highly-skilled people who respond swiftly, strategically and effectively to emergency and non-emergency calls for service, and by working with community partners, develop progress-oriented solutions that have a lasting influence.



Program of Department Goals and Objectives

The Goals of the Campus Safety & Transportation Department are specifically identified as the core elements of determining our ability to best support the overarching mission of the University. Therefore, each of the following goals are broader but contain several relevant objectives that in turn are established to measure our work and programming to maintain the safest campus possible.

With our campus and community partners, each member of the University of La Verne Campus Safety & Transportation Department dedicates his or her energy to:

- Crime deterrence through the patrolling of campus by foot, bicycle and four-wheel electric carts, 24 hours a day, 7 days a week.
- Response to emergencies, fire, intrusion and equipment alarms and reports of crime or criminal behavior and documenting incidents on daily log for information, corrective action.
- Security at spectator events and other special events on campus.
- Escort service for any student, faculty or staff member who feels uncomfortable moving anywhere on campus any time of the day or night.
- Parking enforcement.
- Investigating suspicious and criminal activities, apprehending suspects and report writing for possible criminal prosecution.
- Creating safety/security awareness and community involvement for the prevention of theft and damage to personal and/or University property, and giving presentations on crime prevention, sexual assault, and disaster preparedness.

Description of Department Capacity

These employees represent skills and experiences that include over 115 years of professional law enforcement experience at the executive, management and supervisory levels; over 35 years of corporate and proprietary security services; and 80.6 years of service to the University with an average of 5.75 years per employee. The Department consists of the following persons:

Administration

The Administration of the Department is dedicated to accurately assessing the current and future service needs of the University and its guests, and then effectively delivering those services in a cost-sensitive form and measurable structure. The Administrative group also serves as the primary planning unit for the Safety and Transportation divisions, including the appropriate balance of technologies, employee development and emergency preparedness as fundamental elements of seeing that the two cornerstone services are preserved in the most reliable and effective form possible.

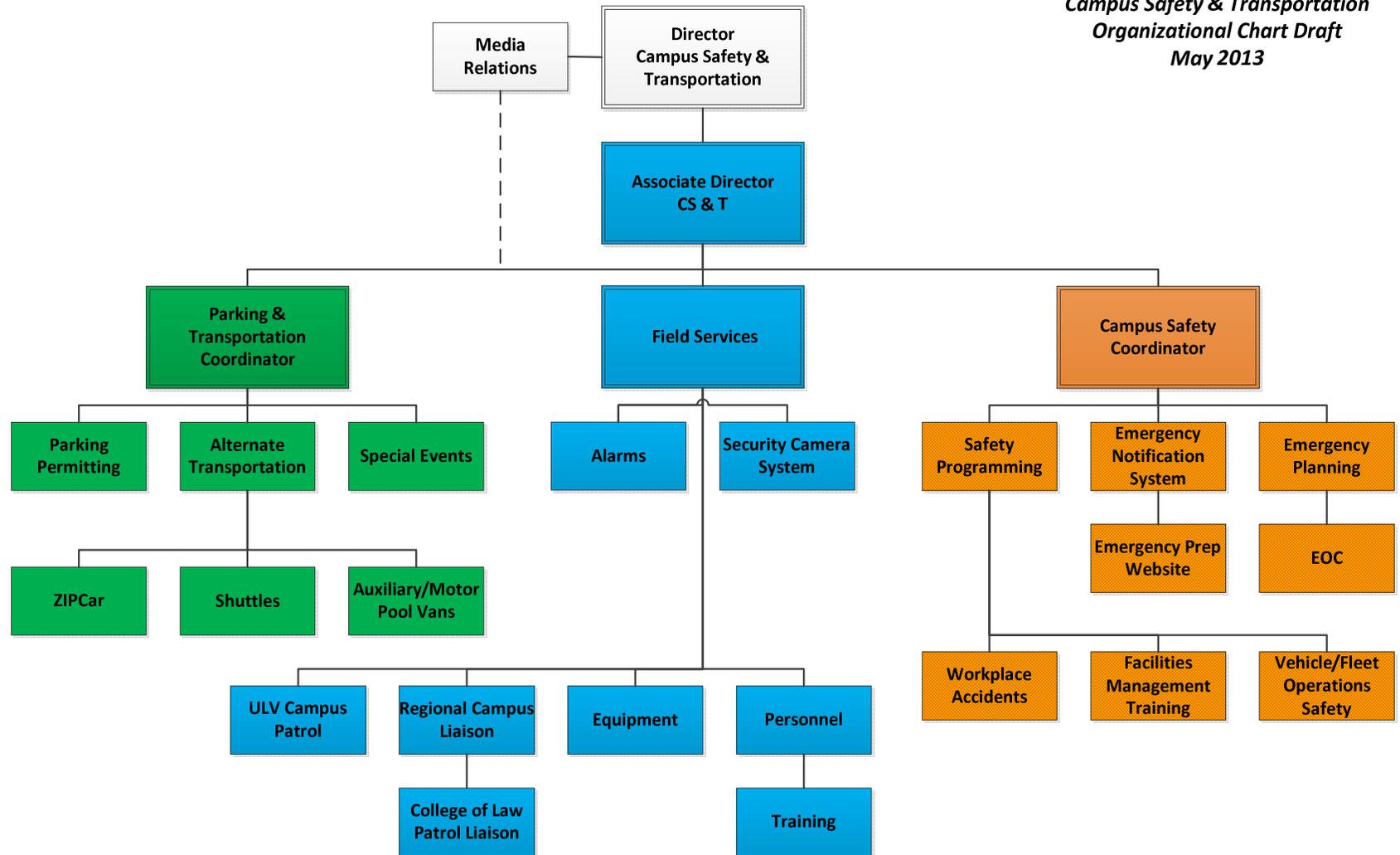
Director of Campus Safety & Transportation Stanley Skipworth
Associate Director Jeffrey (Jeff) Clark
Campus Safety Coordinator Jeff Boster
Transportation Coordinator Lisa Grater

Main Campus Operations

All Main Campus operations are performed and coordinated through the CS&T offices at the Sport Science Athletics Pavilion (SSAP). This includes basic patrol services provided 24 hours a day, 7 days a week; liaison assignments with the City of La Verne's Police and Fire Departments; registrations with local and regional notifications systems and information sharing warehouses to support the immediate notification efforts to our University's Executive leadership; and the scope of services provided as part of the University's special events planning process.

Lead Campus Safety Officer Laura Avalos
Lead Campus Safety Officer Christopher Lockwood
Campus Safety Officer Derek Cassell
Campus Safety Officer Jeffrey Chamberlain
Campus Safety Officer Edgar Estrada
Campus Safety Officer Peter Gonzales
Campus Safety Officer Quan McCutcheon
Campus Safety Officer Homero Pena
Campus Safety Officer Ricardo (Ric) Penafiel
Campus Safety Officer Charles Stevens
Campus Safety Officer Yolanda Baker (Assigned to the College of Law; Ontario, CA)

Figure 1: Campus Safety & Transportation Organizational Chart



Inventory of Basic Equipment

- I. Fleet. The Campus Safety & Transportation Department currently has the following vehicles under its primary scope of programming and responsibilities:
 1. One Chevrolet 1500 pickup truck (2012 model)
 2. Seven (7) motorized carts
 3. Six (6) bicycles

- II. University Fleet. Including the Department's vehicles, the campus-wide fleet of transportation resources managed by the Campus Safety & Transportation Department includes:
 1. Three (3) Passenger shuttles
 2. Six (6) University vans
 3. Three (3) Biology vehicles
 4. Two (2) Biology trailers
 5. One Communications truck
 6. One Communications Trailer
 7. One Campus Safety trucks
 8. Two (2) Facilities truck
 9. One Mailroom vehicle
 10. Forty-three Motorized carts
 11. One Forklift
 12. Three (3) Portable Light towers (transportable trailers)

The University's transportation assets were without centralized management, tracking or other maintenance solutions as of January 1, 2013.

To resolve this, Parking & Transportation Services sought membership status with some leading authorities on the industry, participated in key training cycles, and dialogs with a consultant to South Coast Air Quality Management District programming to determine a best option to bring together a comprehensive and sustainable software solution.

- a. In April of 2013, Parking & Transportation Services purchased *Fleet Manager 3.0*, which has provided a full catalog of vehicle, driver, maintenance and training profiles and scheduling.
- b. In support of the redesign of the University's fleet composition, the consultant retained for historical data reporting of Rideshare programming was retained to facilitate a training and development protocol that will ensure future adherence and regulatory compliance of the purchased and retained vehicles of the University, as well as appropriate driver-tracking programming through Human Resources.

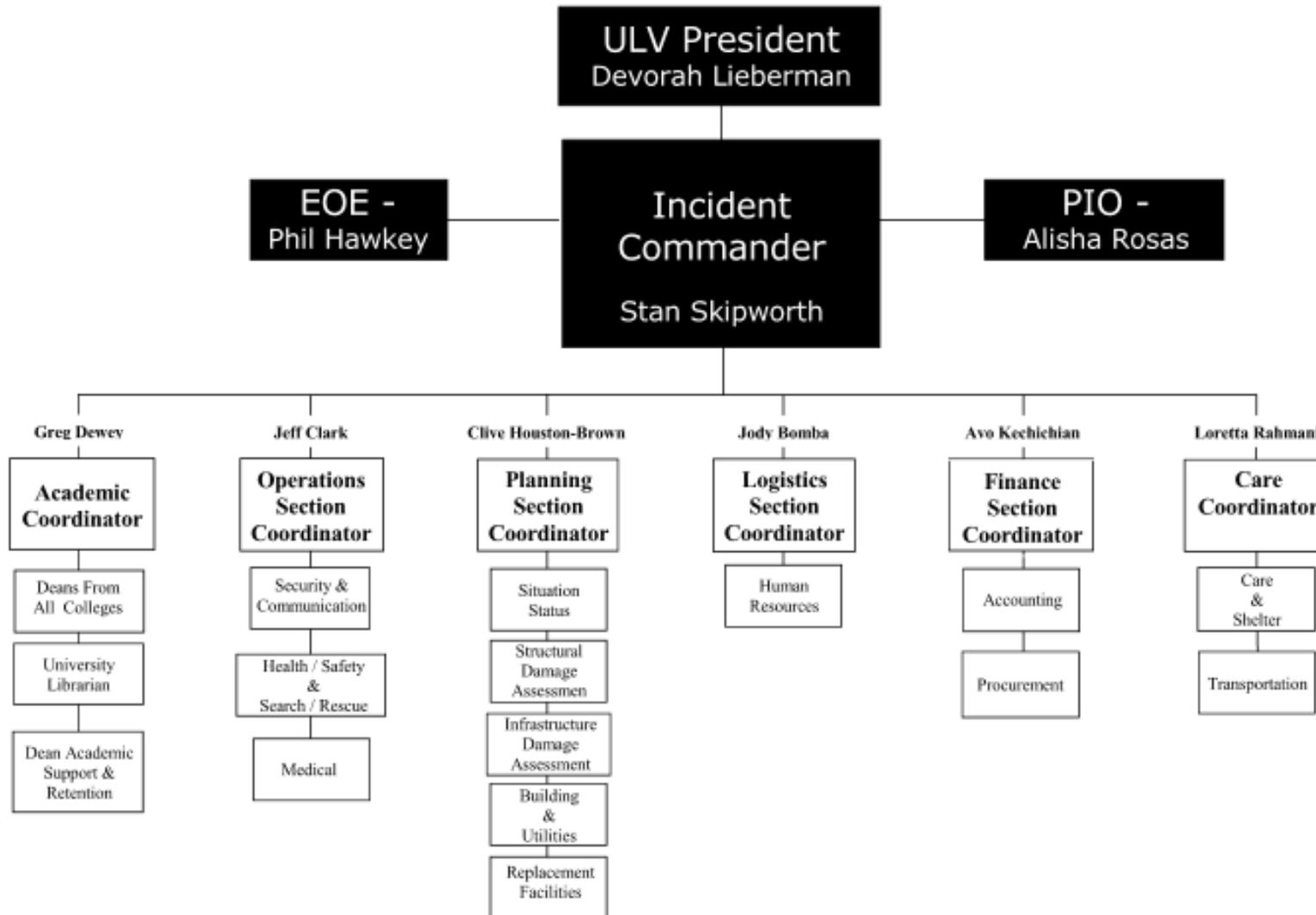
III. Communications

1. Radio. The Campus Safety Department oversees the dedicated radio communications network for the University, which includes:
 - 30 radios
 - 4 frequencies
2. Smartphones
 - The Campus Safety Department integrates a dedicated landline at its main offices, with both call roll-over to a field duty phone with smartphone features. These units are Samsung Galaxy models.
 - The Department also has the accessibility to the University's dedicated cellular phone catalog, which currently uses the iPhone 4 series. At this time, no CS&T personnel use the iPhone, and the Director and Associate Director, who are required to maintain cellular communications, choose personal models consistent with accepted standards stated by the University.

IV. EOC

- a. The Emergency Operations Center is currently located in SSAP, as a joint-use within the Athletics Conference Center. While new space is being sought to relocate this function, the EOC currently is available to support a sustained, mid-range length emergency response scenario utilizing the Incident Command System ("ICS") protocols.
- b. The Emergency Preparedness Plan is published and maintained online for access to all University Community members at <http://sites.laverne.edu/risk-management/emergency-plan/>.
 - i. The Emergency Preparedness Plan was most recently updated in February 2013.
- c. Training for the Campus Safety Department regarding Emergency Preparedness is established by the following:
 - i. All Campus Safety Officers complete Federal Emergency Management Agency ("FEMA") Training Modules 100HE (higher education); 200, 700 and 800.
 - ii. All Campus Safety Officers and Building Team Leaders complete FEMA Training Module IS-907, regarding Active Shooter response recommendations.
 - iii. All Campus Safety Officers maintain certifications in CPR, First Aid and AED responses.

Figure 2: Emergency Operations Center, Incident Command Structure



V. Uniforms

The term uniform symbolizes wearing apparel regulated by the Occupational Safety and Health Standards Board, and is specifically detailed within the Campus Safety Department's Rules and Regulations Manual. All uniformed personnel must be in full uniform when reporting for duty except when on special detail or with the approval of supervisors.

Uniforms are dedicated to specific events, time frames and purposes. Therefore, the Campus Safety uniforms are:

- The standard Officer's class "A" winter uniform shall be:
 - i. White Polyester or wool long/short sleeve shirt
 - ii. Dark blue Polyester or wool pants
 - iii. Dark blue or black socks
 - iv. Dark blue Chill Chaser with liner (if required)
 - v. Black military style boots or black sneakers/tennis shoes
 - vi. Black basket weave or nylon belt
 - vii. Keepers
 - viii. Black basket weave or nylon key/radio holder
 - ix. Name tape for jacket
 - x. Nameplate for uniform
- The standard Officer's class "B" summer uniform shall be:
 - i. Blue cotton polo shirt with name plate
 - ii. Dark blue polyester or wool pants or Department approved shorts
 - iii. White/Black socks
 - iv. Black tennis shoes
 - v. Black basket weave or nylon belt
 - vi. Keepers
 - vii. Black basket weave or nylon key/radio holder
 - viii. (Basket weave and nylon gear are not to be worn at the same time. Either style may be worn).

VI. Parking Enforcement

The ability to preserve the lawful and appropriate use of the University's Main Campus parking resources and facilities is in part achieved through the enforcement of Parking Regulations as prescribed by the authority of the University's Board of Trustees. Parking enforcement is then performed by all Campus Safety Officers, who are trained on the appropriate interpretation of parking behaviors and the University's regulations regarding the appropriate use of parking facilities, resources and rules.

VII. Computer hardware

The Campus Safety Department is severely limited in its operations space, and currently uses two dedicated offices to host four full-time Administrative/Coordinator-level positions, front counter walk-in services, a dedicated University-wide closed circuit camera system, and support report-writing needs for 9 Campus Safety Officers. These workspace needs include:

- The Director of Campus Safety
- The Associate Director of Campus Safety
- The Campus Safety Specialist/Emergency Preparedness Coordinator
- The Parking & Transportation Services Coordinator
- The remaining service area offers one desk for as many as three (3) Campus Safety Officers who may be on duty, which includes the Front Counter service station; a report writing computer terminal, forms and files, and personal training and field information materials.
- A dedicated break-room/supply room, locker area and radio-charging and key storage area is combined into an area less than 6' x 8'.

Additionally, a dedicated workstation for the forensic use of recorded images and events at any one or more locations on campus that utilize CCTV cameras is maintained within the secured area of the Campus Safety Department. The public is generally not authorized to enter this area. The Department also uses two nearby storage areas (rooms) to host Emergency Preparedness supplies and equipment, and Parking enforcement handhelds

The Campus Safety Department utilizes a fully automated citation writing system that also allows officers in the field to:

- Verify a permit to its rightful owner by either scanning permit barcodes or entering a permit number. This also identifies habitual offenders, lost or stolen permits, and delinquent or cancelled permit status records.
- Take pictures of the permit, vehicle and surroundings
- All enforcement and investigative activities are automatically uploaded to our web-based parking enforcement management module, which is part of the iParq solution for our Parking & Transportation platform.

Illustration 1



VIII. Software solutions

1. Cameras. The Campus Safety Department furthers its technologies capabilities through the use of the integrated camera within its Samsung Galaxy smartphone. These images can be assigned to parking enforcement actions, bulletins or notices, and our Incident Tracker report writing system.
2. Report writing. The Department's duty to memorialize all events and calls for service, and the manner in which they were responded to, is supported by an online report initiating and storage solution, *Incident Tracker*. New uses have been incorporated into the system, including Bicycle registrations and Field Interview Report systems, initiated since January of 2013.

Business functions

All Campus Safety & Transportation business functions are supported by the University's *IFAS Bi-Tech* accounting software solution, managed by the University's Accounting Office.

Parking Management

iParq is a comprehensive software solution that integrates the Transportation Division of the Campus Safety Department. This system brings together all parking permitting, parking enforcement and management, lot resource planning and tracking, client management of all students, faculty and staff enrollees, University-managed Rideshare programming and marketing, ZipCar fleet administration, Shuttle services and vanpool and transportation scheduling for all University departments, including athletics, La Verne Experience programming, out-of-classroom learning dates and other classroom-to-community travel needs.

The Campus Safety & Transportation offices have become insufficient to meet expanded services needs and expectations of the campus, its guests, and the employees of the Department. It is essential that as the University's clear commitment to seek and facilitate growth in all sectors of its academic, community and programming range of activities, so too the commitment to relocate Campus Safety & Transportation must be clear and a solution swiftly chosen and utilized.

Illustration 2: IFAS Bi-Tech

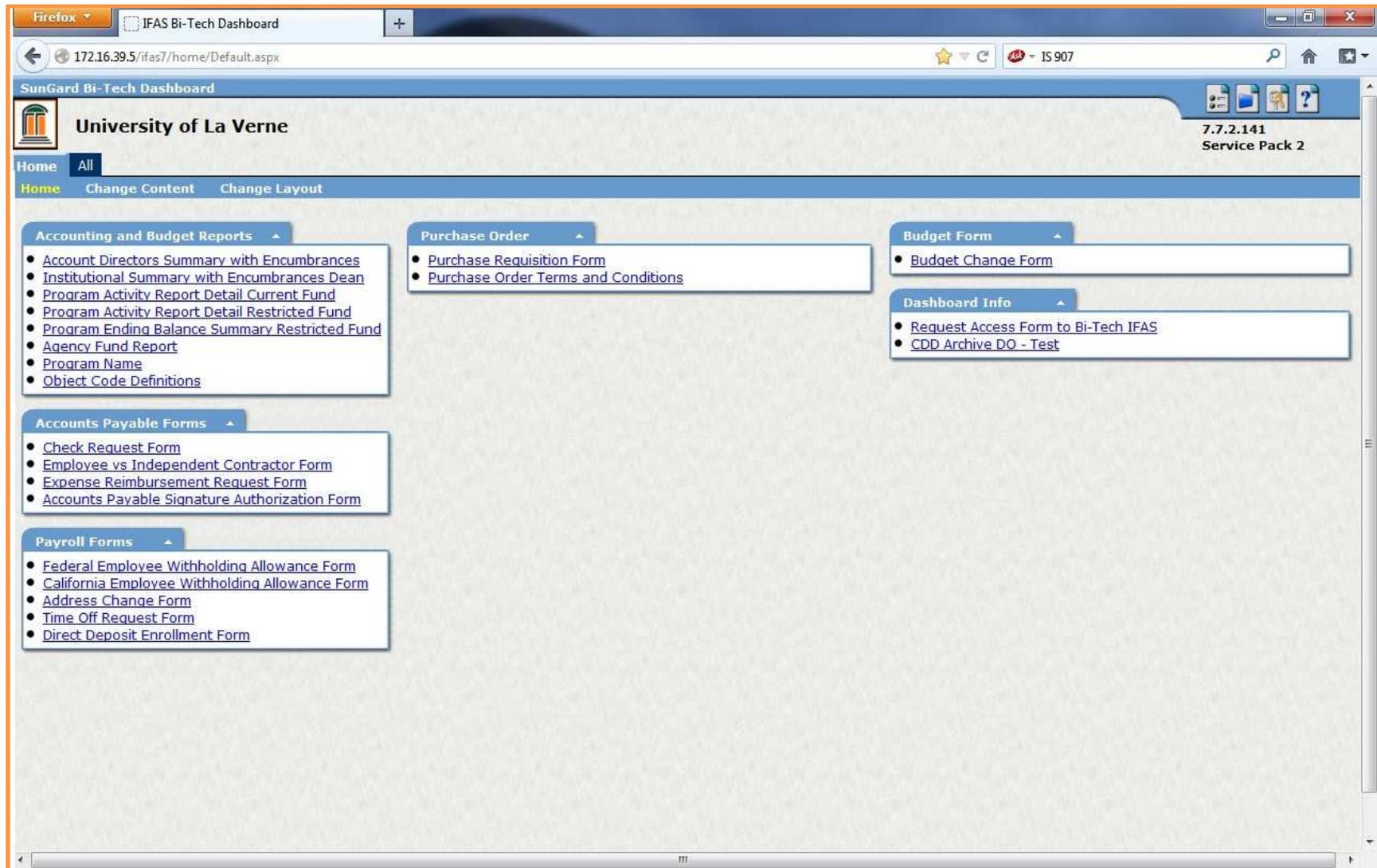
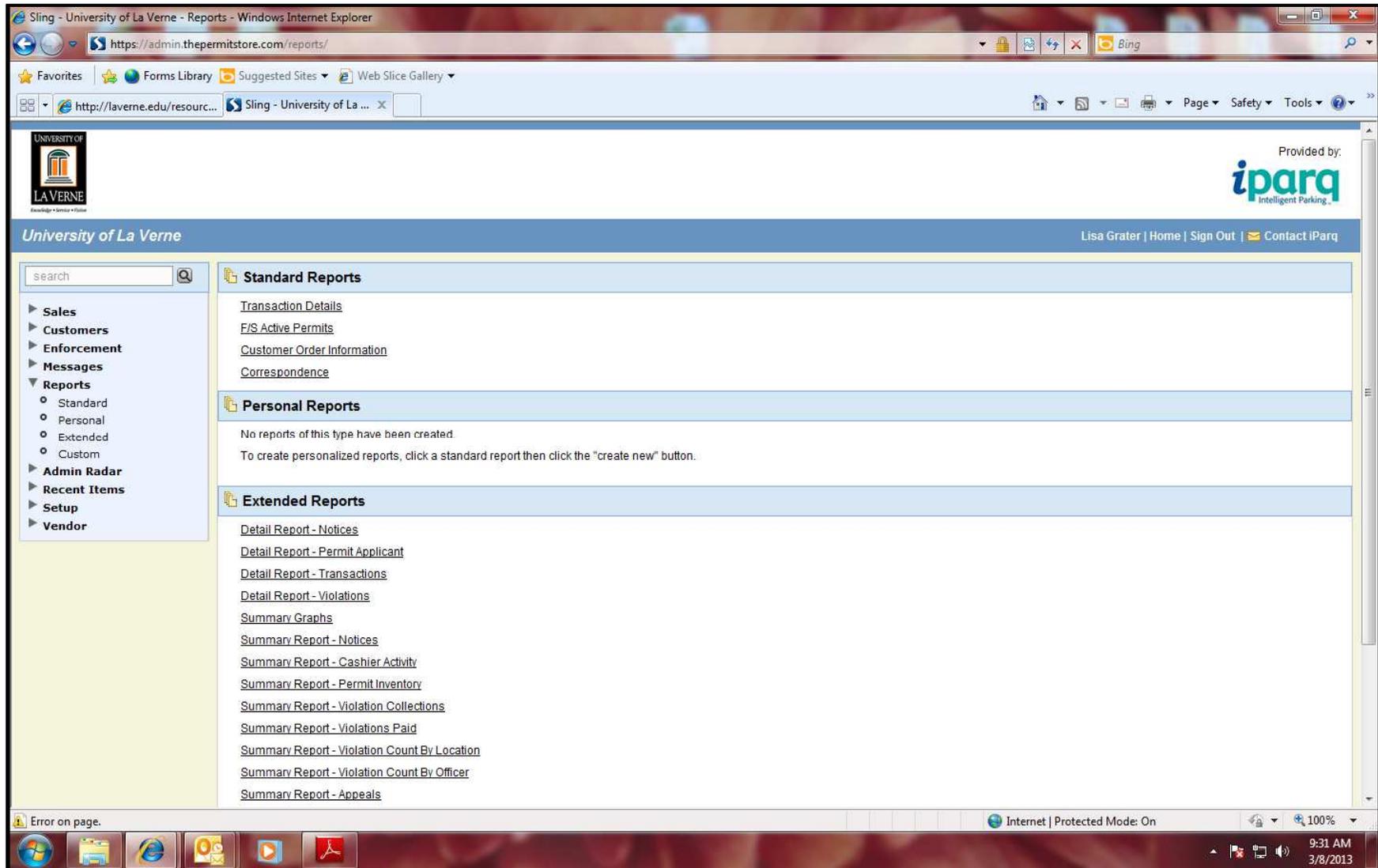


Illustration 3: iParq



The future location of Campus Safety & Transportation must soon be identified so as to meet a growing service need for the variety of security and safety expectations of the campus community, as well as special event and parking resources management that effectively supports the growth of the University.

The facility must also be capable of assuming a single-space presence where all services of the Department can be housed, operated and supervised from, managed and administered, and in times of crisis, its resources be effectively directed to mitigate the effects if any emergency condition.

In detail, it is equally important that the unique nature of CS&T be recognized, and that dedicated office space be created to support the key workstations, including:

- The Director
- The Associate Director
- The Safety/Emergency Preparedness Coordinator
- The Parking Services/Transportation Coordinator
- The Emergency Operations Center (EOC)*

The EOC is recognized as needing to be fully functional in two or more service structures. Therefore, the EOC of the future CS&T location will be capable of remaining in a 'at-ready' condition for full activation of the EOC for an emergency scenario; to support Departmental training; and to support day-to-day business operations by hosting departmental, divisional, or campus meetings as warranted that specifically address operational responsibilities of the CS&T.

IX. Material and equipment

Operating budget

The existing financial commitment of the University has addressed the most compulsory of service needs and expectations for the preceding 2-4 years. However, it is essential that the unprecedented growth of the University and its facilities, increases in enrollment, technologies, transportation and parking resources, on-campus programming, and the growing number of off-campus *La Verne Experience* program events all drive greater service needs, expectations, and higher standards for outcomes.

The Campus Safety & Transportation Budget is comprised of three (3) dedicated funds, each addressing the corresponding service area performing to the University. These accounts are:

- a. 17040001. This is the dedicated account that provides for the Campus Safety cadre of services, personnel and support functions. This is currently funded at just under \$600,000.00. From this account, Campus Safety is to maintain:
 - i. Eleven Community Service Officer positions
 - ii. Two Administrative/Professional positions (Director & Associate Director)
 - iii. The Campus Safety Specialist/Emergency Preparedness Coordinator
 - iv. Personnel training, professional association memberships and conference travel
 - v. Contracted services including private security services for dedicated/fixed location workstations at:
 - a. The College of Law
 - i. The off-campus Lot S (Shuttle Lot) Parking facility
 - ii. Special event support
 - b. Equipment maintenance
 - c. Vehicle maintenance
 - d. The University's Closed Circuit Camera and security recording system, including all maintenance, repairs, data lines, storage technologies and software upgrades
 - e. The Department's radio and computer systems
- b. 17040501. This is the dedicated account for the University's transportation, parking and traffic management programming and solutions, as well as the University's portfolio of parking facilities on and off-campus. This account also provides for:
 - i. The salary of a full-time, dedicated Classified employee performing as the Transportation Coordinator
 - ii. Personnel training, professional association memberships and conference travel
 - iii. All maintenance for all University-owned vehicles.
 - iv. All assigned costs for all University leased or rented vehicles, including—
 - a. All relevant insurance costs
 - b. All fuel for the University's fleet
 - c. All contracted services including licensed and qualified mass-transit vehicle (shuttle and high-capacity vanpool) operators
 - d. All maintenance for equipment owned by the University
 - e. All lease and rental costs for equipment required for annual, seasonal, or special event programming.

- f. Housekeeping, landscaping and materials fees assigned through Transportation otherwise not paid for by another University department.
 - g. All permits, fees and licenses as required by local, state or federal statute.
 - h. This fund is currently set at \$323,600, and as of February 1, 2013, was approximately \$59,000 over budget.
- c. 17041001. This is the dedicated fund for the Contingency Management Plan that must support the following programs:
 - i. The Emergency Preparedness catalog of services, equipment, and facilities.
 - ii. Training for these participating members from across the campus who compose the Incident Command System designated members of the University.
 - iii. Communications systems including the University's *Emergency Notification System*(currently subscribed to e2Campus)
 - iv. Seminars and conferences to remain current on emergency response trends and protocols.
 - v. Travel to meetings and conferences of prevailing emergency preparedness professional groups and associations.
 - vi. Mandated annual and designated cycle update training, licensing, certifications and inspections of EOC equipment, train-the-trainer and participant information and materials.
 - a. Contracted services
 - b. This account is currently funded at \$19,692.

X. Effectiveness indicators

1. Recognized sources.

The availability of reliable source information has grown significantly in the last several years, and now can be available via smartphones, tablets and certainly online from desktop computers.

The University of La Verne has maintained its most reliable venue to report, publish, and maintain statistical information regarding reported crime involving activity upon or within any University property or facility is in the form of its *Annual Security & Crime Statistics Report* and its *Fire Safety Report*, as prescribed by the Jeanne Clery Act, et seq., of 1990.

These statistics are published annually and reported to the Department of Education. This report is also maintained and available at the University's home

webpage, and presented at the website address of <http://sites.laverne.edu/campus-safety/campus-crime-statistics/>. Additional information concerning crime statistics, security and safety for the greater City of La Verne community is available at <http://www.ci.la-verne.ca.us/>.

2. Additional Resources

One such source available via smart phone apps is *Campus Sentinel*. This application was developed with funding provided by the Bureau of Justice Assistance, and is a compilation of reported crime data that has been assembled by categories outlined by the Jeanne Clery Act. The information utilizes frequencies of reported offenses and violations by institution, and offers a comparison to national averages, as well as school-by-school assessments.

For the categories presented by *Campus Sentinel*, the University of La Verne has exceeded each of the five categories existing averages for the 2011, with offenses and violations reported at La Verne well below the national average.

Illustration 4



Table 1: *Campus Sentinel*, 2011

| | University of La Verne | College/University National Average | Above or Below National Average |
|--------------------|-----------------------------------|--|--|
| Weapons Violations | .24 | .29 | <i>Below</i> |
| Drug Violations | 1.31 | 6.62 | <i>Below</i> |
| Alcohol Violations | 2.15 | 19.65 | <i>Below</i> |
| Violent Crimes | .48 | 2.71 | <i>Below</i> |
| Property Crimes | 1.67 | 3.13 | <i>Below</i> |

Table 2: Campus Sentinel, 2010

| | University of La Verne | College/University National Average | Above or Below National Average |
|--------------------|-----------------------------------|--|--|
| Weapons Violations | .25 | .23 | <i>Above</i> |
| Drug Violations | 2.49 | 4.92 | <i>Below</i> |
| Alcohol Violations | 5.73 | 18.09 | <i>Below</i> |
| Violent Crimes | .12 | 2.82 | <i>Below</i> |
| Property Crimes | 3.11 | 3.46 | <i>Below</i> |

3. The University of La Verne’s Campus Safety Department also uses an automated reporting system, *Incident Tracker*. This very new-to-the-campus program is web-based and utilizes several modules of activity recording, and allows for various media to be embedded into any recorded call for service.

Additionally, the Campus Safety Department can record its various calls for service without the need, expense and physical environment commitment to a dedicated CAD (“Computer Aided Dispatch”) system, allowing Campus Safety Officers to remain in service and in the field where they can receive and respond to calls, record reporting and other involved-party information, and take pictures and other media. Then, upon the completion of the call, return to the CS&T offices or another remote workstation on campus and then complete the data entry, write a report, and attach photographs, videos or audio files and then store them within the newly generated report.

The *Incident Tracker* system also allows the Department to create new services as well, including the ability to record bicycle registrations for students at no cost, and providing a free “U-lock” when the registration is completed. This program was implemented in February of 2013, and has already been met with great enthusiasm as well as making an immediate impact upon the frequency of attempted and stolen bicycles from on-campus locations. In fact, since the announcement of the program no bicycles have been reported stolen or tampered with.

Perhaps the most important value of this system is the ability to assess frequencies of calls for service, and the total number of calls for service.

Illustration 5: Incident Tracker Year: 2012

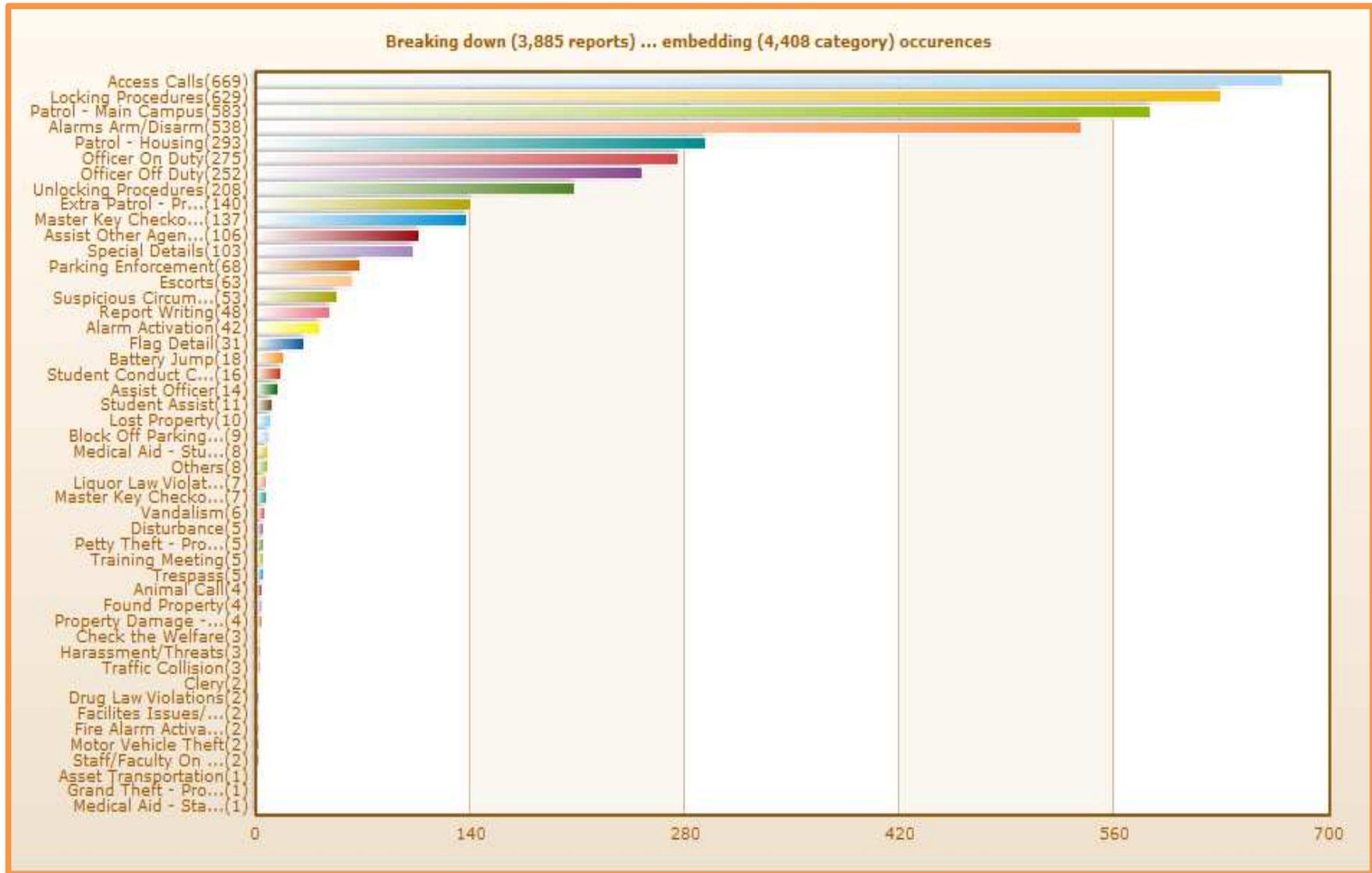
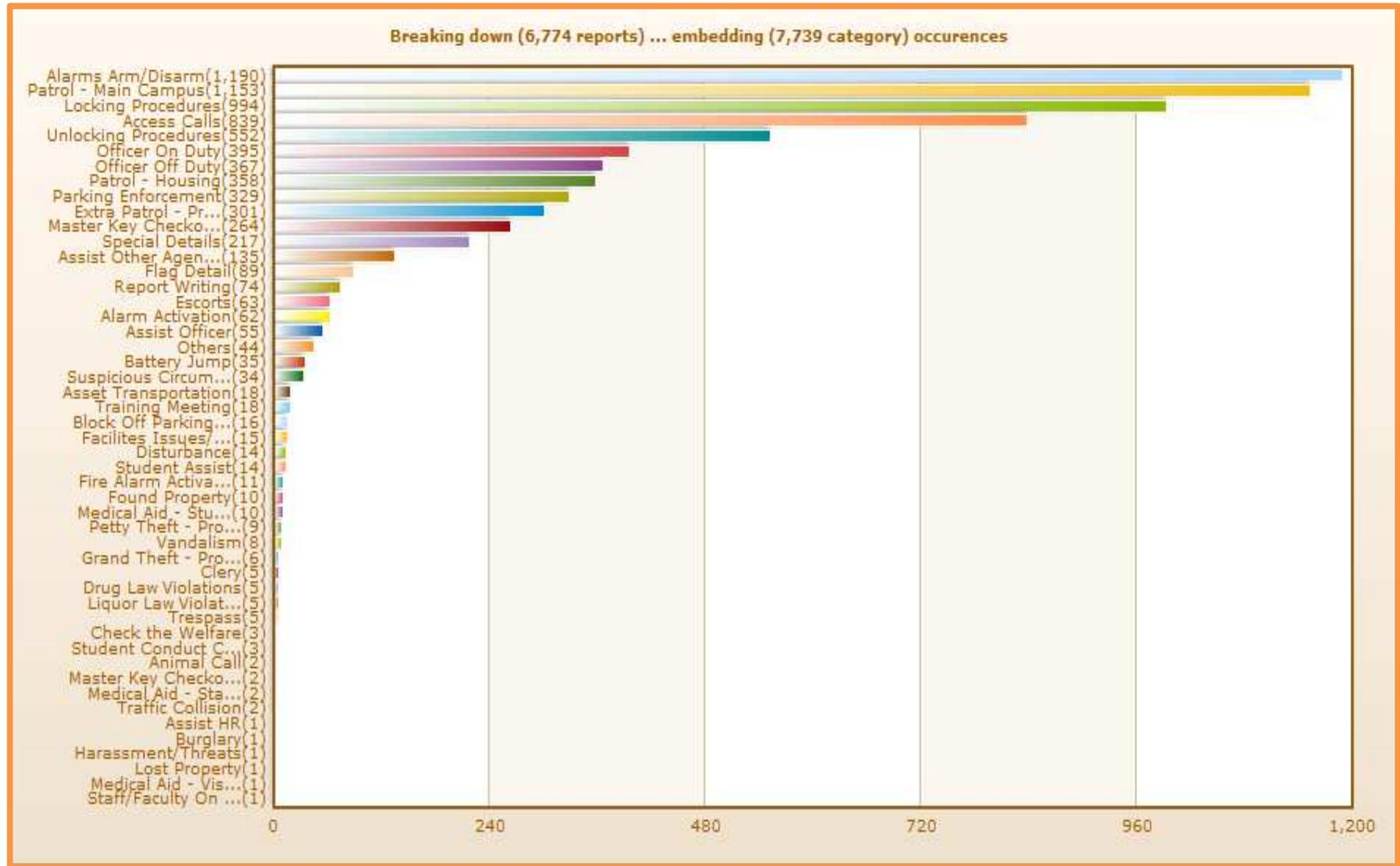


Illustration 6: Incident Tracker Year-to-Date: January-March 15, 2013



The Incident Tracker system, while very new and still not yet able to represent an annual total, can demonstrate a month-by-month account:

Table 4

| Nov 2012 | Dec 2012 | Jan 2013 | Feb 2013 | March 2013 | Total |
|----------|----------|----------|----------|------------|--------|
| 1697 | 2710 | 3281 | 2873 | 2025 | 12,586 |

XI. Parking & Transportation

The University's entire portfolio of transportation, equipment and service vehicles are administered within the Parking and Transportation division of Campus Safety. Led by Transportation Coordinator Lisa Grater, the University currently is supported with the following fleet of owned-operated and lease-operated vehicles:

- Athletics Department: (5) Transportation (passenger vans)
- Biology Department: (2) Transportation/Research (SUV passenger vehicles)
- Campus Safety: (1) All-purpose medium-duty pickup
- Communications Dept.: (1) pickup; (1) equipment trailer
- Mailroom: (1) SUV-style vehicle
- Transportation Dept.: (3) Shuttles; (1) passenger van
- Distributed electric carts: (31) carts are periodically on assignment to various Departments throughout the university as a supplement to operational needs

As part of these operational duties, the Transportation Division also oversees the University's Parking programs, including the regulating, maintenance and enforcement of applicable University and State and local ordinances and laws. These assets include:

- 25 dedicated University Parking Lots
- 1,405 dedicated University Parking Spaces

Additionally, the Transportation Division also oversees the sale of more than 300 daily permits for campus commuters, as well as the online-supported semester and annual parking pass system provided by *iParq*. Currently, this system oversees the successful delivery of more than 3,000 seasonal and annual passes each year.

The Parking & Transportation function also coordinates the timely availability of special event transportation for various campus organizations, departments and activities. These frequencies have accounted for:

Table 5

| Year | Total Events Supported | Total Vehicles Scheduled |
|-------------|-------------------------------|---------------------------------|
| 2012 | 81 | 187 |
| 2013* | 131 | 185 |

-Year to Date, 4/1/2013

In an effort to revitalize the appropriate administration of the fleet of vehicles for the University of La Verne, the Department has (during the preparation of this report) acquired a comprehensive fleet management software solution to provide a real-time and strategic planning-oriented foundation to the portfolio of the University's vehicles and field equipment to ensure timely servicing, maintenance and repair, as well as scheduling replacement or modifications to our existing fleet. This program will be implemented by July 1, 2013 to assume primary administration of the campus' vehicle assets.

Parking Resources and Facilities

The most significant and important asset for the Parking & Transportation mission and goals for future facilities is in properly balancing the existing finite parking lots and spaces availability with an appropriate level of support in alternate transportation programming and the University's enrollment growth.

Since December of 2012 the off-site Shuttle Lot (Lot S) located off of A Street/South of Arrow Highway, has been host to nearly 300 additional spaces, and supported by a shuttle service which brings campus community members and returns them to their cars between the hours of 7 am to 11 pm each week day (Monday through Friday). The lot and shuttle service is closed on the weekends. The growing familiarity and use of the integrated system demonstrates a willingness by many campus community members to opt for this resource instead of spending a great deal of time and money (fuel savings) in an effort to find closer parking in one of the Main Campus' lots. To date, the average hourly lot use per day of each operational week, and the supporting shuttle service between Lot S and the Main Campus are as follows:

Table 6

| Week Of | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|---------|----------------|---------|-----------|----------|--------|
| Dec 3 | 49.7 | 51.3 | 47.2 | 52.0 | 21.0 |
| Dec 10 | 26.5 | 27.9 | 27.3 | 18.0 | 9.5 |
| Dec 17 | 7.8 | 7.6 | 7.9 | 4.0 | N/A |
| Jan 7 | 23.1 | 21.0 | 18.8 | 20.6 | 8.2 |
| Jan 14 | 23.8 | 35.7 | 30.3 | 28.9 | 11.4 |
| Jan 21 | <i>Holiday</i> | 30.0 | 23.6 | 23.5 | 10.9 |
| Jan 28 | 22.3 | 19.8 | 18.0 | 4.3 | N/A |
| Feb 4 | 61.1 | 65.2 | 71.4 | 64.0 | 36.1 |
| Feb 11 | 64.7 | 67.4 | 71.8 | 59.8 | 36.0 |
| Feb 18 | <i>Holiday</i> | 64.4 | 76.5 | 65.6 | 33.5 |
| Feb 25 | 70.0 | 70.7 | 71.8 | 59.3 | 31.5 |
| Mar 4 | 63.6 | 70.1 | 71.3 | 65.5 | 29.9 |
| Mar 11 | 64.2 | 78.3 | 74.9 | 54.6 | N/A |

In turn, the ridership of the dedicated Shuttle service since December 1, 2013 has shown equal growth:

- December 2012 – 3,682
- January 2013 – 2,121
- February 2013 – 10,605

In response to the installation of the off-site parking facility, and additional programs such as the automation of the iParq system, the daily, semester and annual permit sales have grown in student, faculty and staff constituencies. See the following table for year-by-year comparison:

Table 7

| Year | 2011 | 2012 | 2013* |
|-----------------|-------------|-------------|--------------|
| Students | Pending | Pending | 2235 |
| Faculty/Staff | 216 | 220 | 227 |
| Adjunct Faculty | 305 | 260 | 384 |
| Emeriti | N/A | 100 | 100 |
| Trustees | 60 | 60 | 60 |

In previous years prior to 2012/2013 daily parking permits were not sold for main campus parking. To facilitate a more orderly and regulated use of these facilities, Daily Permit Kiosks were placed in main campus Parking Lot D in August 2012, and activated November 2, 2012. Since then, Parking & Transportation has successfully delivered:

- 292 guest passes distributed from kiosks
- In November 2012, the kiosks sold 115 passes;
- In December 2012, the kiosks sold 146 passes;
- In January 2013, the kiosks sold 348 passes;
- In February 2013, the kiosks sold 427 passes;
- And in March 2013, the kiosks sold 312 passes.
- This is a total of 1,348 daily permits sold and revenues of more than \$3,902.00.

XII. Culture of evidence and history of leadership

1. The Campus Safety & Transportation Department's origins are quite recent when compared to other service areas of the University. Near the end of the 1990's, the University recognized and committed itself to pursuing a more formal presence of security and safety services for the campus community and its guests, and sought to develop that framework by seeking a Director who had demonstrated successes in similar settings, and/or with law enforcement experience in this person's background.

As the vision of the Department was forged, and the mission was defined, the Department next sought standards for its employees and internal policies to help carve a more business-like presence within and among the University.

The need for the University of La Verne to accelerate its own cadre of safety and security services has also been crystalized by the continued evolution of *The Jeanne Clery Act*, *The Campus Safety Act*, and the *Kristen Smart Act*. Also, since those earliest beginnings, the Campus Safety & Transportation Department has been heavily influenced by national and international events that have involved the direct attack upon school campuses in K-12 as well as post-secondary institutions. Critical incidents at Jonesboro, Arkansas in 1998; Columbine (Littleton), Colorado in 1999; Virginia Tech in 2007; Northern Illinois University in 2008; and Chardon, Ohio and Newton, Connecticut in 2012, mentions only a portion of the incidents on elementary, middle, and high school campuses as well as community college and universities grounds in the last 15 years.

These events have helped shape a new paradigm among school officials and the communities they serve across the country, and renewed partnerships with local and regional emergency responders to develop scenario-driven protocols to more accurately and immediately assess a critical event, the strategies to respond to it, and the resources to successfully mitigate it.

The University of La Verne has also sought these same goals, and in January of 2013, dedicated itself to a comprehensive and candid assessment of its core services, and to seek the most appropriate resources for the University, its members and its guests. These core areas of service have been isolated during this assessment process to include:

- Campus Safety Operations—the fundamental performance of the CS&T staff, that includes ‘round-the-clock patrols of the Universities grounds, facilities and offices to ensure appropriate activities are continuing without the presence of a developing threat, hazardous or unsafe condition. This also includes Special Events—to include all cultural, seasonal, community and University programming, including athletic and academic competition, as well as special guests, providing Dignitary Protection and Secured Escort services and planning while working with dedicated protection units from various local, state and federal agencies.
- Transportation Services—that include a comprehensive catalog of parking resources management, permitting, shuttle services, fleet management and administration, and security of these elements.
- Emergency Preparedness—to include the University’s commitment to maintain a ready and prepared ensemble of human and support resources to effectively and swiftly respond to an emergency condition, including natural and man-made critical events. This function also includes the Emergency Preparedness planning and Emergency Operations Center facilities, Incident Command System, critical event and rapid response training, and Business Continuity/Business Resumption strategies.

To achieve these renewed service objectives, the Campus Safety & Transportation Department has reorganized and focused upon the three areas within a new organizational chart to clarify the specific mission of each area, and the approximate family of services or duties each area. This also reinforces the roles of each of the administrative leaders, and allows the Department to better plan and deliver employee development and training programming to meet the needs of the work in these areas that include both the division (intra-departmental) leader and the assigned personnel.

2. The emphasis upon the Campus Safety & Transportation Department to achieve standing among its own industry peers is of equal importance. As of January 1, 2013, the Department was a member of only one professional organization, *The International Association of Campus Law Enforcement Administrators* (“IACLEA”), and that membership had been established only as of July of 2012.

Since January 1, 2013, the Department has sought to establish new, valuable and learning membership opportunities that will lead to organizational growth in capacity and skills, as well as professional development for the Department's cadre of employees. As of March 31, 2013, the Campus Safety & Transportation Department has now also become members of the following professional bodies:

- California College and University Police Chiefs Association;
- California Parking Managers' Association;
- National Association of Fleet Administrators;
- Hi-Tech Crimes Investigators Association;
- Association of Threat Assessment Professionals;
- International Association of Police Chiefs;
- National Association of School Safety & Law Enforcement Officials
- International Association of Emergency Managers;
- Center for Campus Fire Safety

Additionally, the Department has also acquired additional community alliances and information-gathering enrollments by through:

- A separate membership with La Verne Chamber of Commerce;
- Registry with the County of Los Angeles, City of La Verne, City of Pomona and State of California offices of Emergency Services emergency notification systems (for each agency).

XIII. Findings

In April of 2013, the University's Campus Safety & Transportation Department developed and distributed to the campus community, including all students, faculty and staff; all Regional Campus members; and all employee work groups, a survey that sought levels of satisfaction, perceptions of services, quality of services, and the campus community's level of familiarity with the existing scope of services provided by the Department.

Of equal and perhaps greater importance in some respects were the variety of specific comments solicited from among the respondents in a series of key areas of assessment. Those comments, and the overall assessments found within aggregated response groupings of the questions within the survey are presented here as a means to help illustrate additional purpose and cause for the goals of the Campus Safety Department that have been defined and pursued as a result of this process.

- A. The first area of focus was upon gaining a stronger sense of the level of safety as perceived among campus community members. In doing so, this area of inquiry sought to know whether—and to what degree—persons on the Main Campus felt safe. It might be noteworthy to also consider that among all respondents to the survey, 90.6% stated they were from the Main Campus.

The responses showed that nearly one-in-four persons did not feel this applied to them, and it is strongly assessed that these responses indicate persons who are members of one of the Regional Campuses or the College of Law, and therefore, their presence on the main campus is so limited or non-existent, that they rightly qualified their response rather than a non-response.

1. Therefore, of the remaining 532 total respondents, **95.86% replied that they felt safe or very safe while on the main campus.**
 2. Among employees, **94.67% replied that they felt safe or very safe.**
- B. One area of specific interest is in clarifying service roles of Campus Safety, and that this objective might very well include resolving some misperceptions. One such area of service that was reported through the survey as being overwhelmingly underused is the Escort Services for campus community members.
- Of 776 respondents to this question, **94.2% replied that they had not used the Campus Safety Department’s Escort services.**
 - Of 751 respondents queried regarding enrollment in the University’s *Emergency Notification System*, **only 50.9% stated they were enrolled and 30.5% stated they didn’t know such a service existed.**
 - Of 747 respondents, **41.8% stated they did not know that an Emergency Preparedness website existed.**
- C. Additional comments and recommendations of the respondents included observations that addressed all core areas of Campus Safety & Transportation. The following are a sample of the prevailing themes of those comments:
- D. Based upon the survey, the Campus Safety & Transportation Leadership Team was able to capture a more detailed perspective of the campus community’s view and service expectations of the Department, and in turn, have a much better understanding of how to better design services and resources that would be:
- More available and accessible;
 - More immediately helpful in providing guidance within the content;
 - More interactive; and

- More integrated with other service sectors across the campus and throughout the University.

The Campus Safety & Transportation Department will utilize several promotional platforms to further its communication effort and bring greater familiarity and user-fluency to the catalog of Security, Emergency Preparedness, Parking and Transportation services. This will include greater interaction with our on-campus media; more regular announcements and notifications for situational awareness through our emergency notification system; more exercises and drills on campus involving key constituencies and all-campus participants at full-scale events; and greater use of resources and supplemental information sources through the enhanced and redesigned Campus Safety website and future social media sites.

With respect to Parking and Transportations services, the University has sought a series of long-term but temporary solutions to bridge the current enrollment levels with the demands for a variety of resources and services, including Parking lots and transportation options.

In April of 2013, a survey to solicit feedback on this cadre of Departmental services was conducted, with the following items identified as prevailing concerns for the University community:

- A. That the amount of parking spaces for the Main Campus being sufficiently provided through a shuttle-serviced lot approximately ½ mile from the Main Campus was severely under-utilized based upon respondents.

*“In the area of Parking & Transportation Services, and of 738 respondents **only 25.3% stated they use the shuttle lot.**”*

- B. The overall Parking solutions provided by the University to meet the delicate balance between unprecedented enrollment and unprecedented demand for parking lot spaces was not being well-received.

*“Only **46.7% stated they were somewhat satisfied, satisfied or very satisfied with the parking arrangements** and only 45% stated they were satisfied with the manner in which traffic laws and ordinances are enforced.”*

To remedy much of this perception, the Campus Safety & Transportation Department immediately began to meet with constituencies on and off campus in an effort to broaden both the awareness of longer-term plans for the University, its parking solutions, and transportation programming as well as increasing the venues in which different, traditionally less-engaged persons or groups could seek answers to parking/transportation-related concerns.

During this time, the CS&T group has convened and discussed alternatives to incorporate the information campaign that will be essential to the Fall '13 and beyond success of the Parking Lot management and maintenance process. The recommendations of the CS&T group are for the following 180 days:

- Meet with a variety of University constituencies to unveil the current plan for parking lot expansion and transitioning for the Fall of 2013;
- Meet with media (campus and community) to outline current and future programming
- Increase its Parking Committee Advisory Group to also add three participants who most accurately can reflect the views of the student body
- Utilize a Social Media campaign to help present and illustrate programming and parking lot options awareness
- Make programming adjustments as necessary to provide the most timely and effective transportation of Campus community members between parking lot facilities and Main Campus destinations; Parking Permitting programs for daily use and guest use options; and the protocols for Alternative Transportation & Rideshare programming to increase the number of daily trips to campus that are not within the single-occupant/single vehicle model.

XIV. Action Recommendations

The University of La Verne is now, in many respects, thrust into the position of new forms and levels of security, safety, emergency preparedness and transportation management that are highly consistent if not equal to that of most of its contemporaries in higher education.

The expectations and service needs of the main campus, and to a certain extent among its regional campuses, underscore the University's responsibility to provide the most effective scope of services to the campus community in its core areas, and remain versatile to respond to changing service demands that arise from key critical events.

To meet this standard of service and readiness, the University is called upon to augment the budgetary commitment currently provided to the Campus Safety & Transportation Department with the following resource supplements:

1. A financial augmentation of 12.5% annually that will support additional Campus Safety Officers and a very modest schedule of training; an additional Department vehicle, and equipment restoration and replacements per a planned schedule;
2. A separate financial commitment to establish and implement a Student Assistant/Student Worker program to support the Campus Safety and Transportation Divisions with a modest schedule of baseline service duties and

tasks which will allow for more timely delivery of other, primary services performed by the Department.

3. Expanding the Department's dedicated supervisory capacity by establishing a 2nd "LEAD Campus Safety Officer".
4. Support the continued process of increasing automated functions on campus, including:
 - Rename the Department to Campus Safety, Emergency Management & Transportation to more effectively present information, resources and Department services;
 - Dedicated GPS systems modules for Transportation programming to support real-time shuttle services and vehicle locations as well as ridership data;
 - Installation of emergency "Blue Phones" at key locations across campus and select non-contiguous properties of the Main Campus to serve campus community members and guests in the event of a condition requiring immediate response;
 - Panic-alarm button/instrumentation to support key financial centers and service areas on campus in which an urgent response to an in-progress threat is needed;
 - Implementation of a "one-card" University access system that supports keyless access to secured areas, scan/swipe features for transportation (shuttle) access, financial transaction capabilities for students/faculty/staff, and non-financial transaction abilities (i.e., enrollment, student services; work order requests, motor pool check-out/reservations);
 - Implementation of automated/schedule-able door locking instruments and software installations to mitigate the current need for personal facility visits by Campus Safety personnel which are too often subject to interruption by higher priority calls or intensive building unlock/lockup schedules;
 - Expand existing dedicated CCTV security camera network to also include dedicated hours of systems monitoring, with a desired goal of 40-60 hours on-station monitoring per week (dedicated employee position);
 - Relocation of the Campus Safety & Transportation offices to a more appropriate location, including a self-contained space to support in-service training, meetings and dedicated Emergency Operations Center functions as per the ICS model adopted by the University;

- Expand the marketing of Campus Safety & Transportation services through strategic Social Media outlets including Facebook and Twitter;
5. Redefine the scope and comprehensive nature of the Department's services and advancing skills by accomplishing the following:
 - In an effort to reorient the University Community and peers within Higher Education, the Department should be renamed as "*The Department of Public Safety*".
 - A thorough revision of the branding of the Department should include:
 1. New website and social media presence, including University of La Verne webpages, Facebook and Twitter accounts.
 2. New uniform augmentation in the form of a new shoulder patch that reinforces the University logo and brand, color scheme, and the Department's role in supporting the University Mission.
 3. Further advancement in employee development to provide additional training and professional growth that supports more effective and accurate resources to service needs and expectations.
 4. Conversion of selected existing Campus Safety Officer positions into Lead Officer positions to establish the foundation for more supportive and effective supervision at all times of the Department's service period.
 5. Increased engagement in on-campus activities including expanded participation in campus activities by Student groups, faculty and staff events, campus media outlets and Department 'Open House' events to bring campus constituencies closer to the core services of the Department's purpose, mission and vision.
 6. Establish a Student Assistant Program/Student Worker function within the Department in an effort to help the Department meet baseline services (building unlocks, lockups, escorts, vehicle assists, administrative tasks and projects, etc), that in turn will allow CSO's to maintain a greater focus upon the priorities of proactive campus patrols, special event support and crime prevention.
 6. The University must take a necessary and proactive advancement in the equipping and readiness of its Campus Safety Officers, and support the formal administrative and legal transition to provide training and instruments of self-defense and the personal protection and defense of third parties.

- Provide training for each Campus Safety Officer on the proper carrying, use and techniques of a collapsible baton.
 1. The collapsible baton, more specifically an “*asp*”, would allow on-duty CSO’s to be equipped with an instrument that can be used in a number of in-progress criminal or emergency conditions in which time is of a critical action point, and when the personal physical attributes of the Campus Safety Officer are insufficient, inappropriate, or would unnecessarily further endanger the CSO, a victim, or another third party.
 2. The collapsible baton would be capable of being carried at all times in a discreet manner, upon the CSO’s duty belt. It would be harnessed within a carrying pouch, commonly referred to as ‘holster’, that allows for swift and controlled retention by the wearer.
 3. Training for the certification of the CSO to carry the baton is 12 hours, and it is the intent and immediately actionable plan of the Department of Public Safety (nee, Campus Safety), to provide refresher courses no less than once every 2 years by mutual agency agreement with a certified instructor from within the La Verne Police Department.

- Provide training for each Campus Safety Officer on the proper carrying, use and techniques of Oleoresin Capsicum (“OC”) *pepper* spray.
 1. As in the purpose of recommending the ASP, the formal administrative and legal transition to provide training and Department-approved canisters of OC spray during those infrequent instances when the personal physical attributes of the Campus Safety Officer are likely to be insufficient, and the use of the OC spray would be the most immediate method to interrupt any form of attack or assault by one person upon any other.
 2. Training and certification to support the CSO’s with this defense instrument is 4 hours. No recertification would be necessary, though periodic review of the Department of Public Safety’s policies addressing the use of this, an ASP, or any other means of intervention or self-defense would be a regular training subject to ensure employees remain current.

- These recommendations are based upon a diligent review of the following information:

1. That the FBI/Department of Justice Annual Report on Crime demonstrates various levels of increased reported crimes across the country, and specifically within the Southern California and Inland Southern California Region;
2. The City of La Verne has reported increased crime activity, and most notably in burglaries, throughout the City. Likewise, the neighboring cities of Glendora, San Dimas and Claremont have also informed their community members of rises in reported offenses for the past year or more;
3. The University of La Verne's own reported crime rates, while remaining steady, nonetheless are events that typically include attempts at stealing high-valued items in which suspected thieves would likely fight to avoid charges of grand theft, burglary, or robbery, all of which are felonies and all of which would likely incur extended sentences if the suspect has a prior criminal record [and likely does];
4. Because the University's increased/increasing student housing portfolio makes the frequency of relationship-based confrontations, even domestic violence episodes more likely, it is understood that such encounters are more highly emotional, and a CSO summoned to intercede would soon recognize the need for some other means to mitigate an assault in progress or an immediate threat of violence and control of an assailant. The use of an ASP or pepper spray would likely be a highly effective means to terminate such an event, preventing further injury to any party, and dramatically reduce the CSO's need to become physically engaged to either party who might violation of personal space and in turn direct their aggressions upon the CSO;
5. The use of an ASP, in particular, could be instrumental in several cases of emergency/hazardous conditions where the use of an ASP can be an immediate means to break open a locked window or door to provide a rescue of a person in distress in which a precious few minutes could be critical.

Illustration 7: Example, Employee Training Matrix

| Training/Development Portfolio | | | | | | Home Page |
|--|--------------------|-------------|----------------|-------------------------------|----------------------------|---------------------------|
| NAME: | | EID: | | 000-000 | | |
| Select Position | | | | Field Services | | |
| CST Development Level | Supervisory | | Dept. Trainer: | No | | |
| Mandatory Training Courses | | | | Course Block Goal Met: | 100.0% | |
| Subject | Frequency | Completed | Due | Scheduled | Notes, etc. | |
| CA Guard Card | 2 YEARS | Current | 2/28/2014 | | # 1275092 | |
| CPR/AED 1st Aid | 2 YEARS | Current | Jan-15 | | | |
| Cart Training | | Current | Hire | | | |
| Reoccurring Training Courses | | | | Course Block Goal Met: | 100.0% | |
| Subject | Frequency | Completed | Due | Scheduled | | |
| IS-100.HE Introduction to the Incident Command System | | Yes | | | | |
| IS-200.b - ICS for Single Resources and Initial Action | | Yes | | | | |
| IS-700.a NIMS An Introduction | | Yes | | | | |
| IS-800.B National Response Framework, An Introduction | | Yes | | | | |
| Essential Training Courses | | | | Course Block Goal Met: | 100.0% | |
| Subject | Frequency | Completed | Due | Scheduled | Notes, etc. | |
| Accident Analysis | As-Needed | Yes | | | <i>Travelers Insurance</i> | |
| Active Shooter | As-Needed | Yes | | Feb-13 | <i>FEMA</i> | |

XIV. Organizational Growth; Employee Development

The foundation of all future successes of the Department will reside in the accuracy of choosing appropriate learning domains and the quality of those instructional methods and vehicles used to bring new information into the organization and the skillset of the employee.

To support an effective plan and to establish a starting point from which to measure that growth, the Department adopted a *Department Training Plan* in January 2013, and along with it, a comprehensive training matrix to support the planning and achievements of each employee of CS&T pursuant to the role and assignment within their respective positions. This Training Plan and matrix of scheduled training for mandatory, supplemental and elective learning domains provide a new era of professionalism for the Department to demonstrate its growth in skillsets and services, and an orderly schedule to maintain all learning in a current and viable form.

As depicted in *Illustration 7*, each employee will be identified by position and current assignment, and a core set of professional learning segments/certifications will be outlined for the employee to maintain commencing with their date of hire. Now on file with the Human Resources Department, this Training Plan also ensures that training schedules can be planned for, and that those who are maintaining full compliance with compulsory learning objectives can then utilize other methods of instruction to acquire new skills with the support of the Department.

Additionally, the learning of the employees will be further supported with organizational engagement, including:

- FEMA-sponsored Emergency Response Training (4 courses, 12 hours; one-time training)
- Responding to Emotionally Distraught Persons (16 hours; one-time training)
- Cross training opportunities at Regional Campuses (8 hours; 2 hours per assigned site visit)
- Orientation Training with La Verne PD and La Verne Fire (4 hours; one-time orientation)
- Weaponless Defense Training (4 hours annually @ Department level; personal skills proficiency maintenance by recommendation of additional 2 hours quarterly)
- Department Meetings, scheduled quarterly for the Year 2013, and bi-annually beginning in 2014 (6 hours annually)
- Administrative projects and Campus Liaison assignments.

Lastly, it is important that the efforts that will go toward achieving the objectives and goals recommended within this assessment are validated internally as well as externally. Internally, it is important that our metrics are founded upon the tangible results experienced and reported by our Department's employees and the campus community alike.

It is also important that in the context of external feedback, we seek the opinions and assessments of peers within the safety and security industries. It is essential that we know the level of our work that is consistent and complimentary to the best practices of emergency preparedness and management. And, it is fundamentally imperative in meeting the service expectations and needs of our campus community members and guests that we be able to point to industry leaders who verify and authenticate our portfolio of parking and transportation technologies, programs and services as fully congruent with the standards of an efficient, environmentally-sound and versatile year-round division of service.

These external sources are important because it is there, among peer networks, where our learning can be best verified and any less-imperative points of interest be rightly prioritized so that our Department can remain best-positioned to serve the University of La Verne community.

.....
End of Report 5-13-2013