Division	Finance and Administration, GMP 11/15/2022
Department	Campus Public Safety
Employee completing form	Robert Gibson

Direction: Please work through the questions below and answer to the best of your ability – bullet points are perfect. Position/ function specific – not personnel management. The short-term purpose of this information is Cost Management. Your audience is campus.

1. What are the main objectives of your unit, and how do you measure success in achieving them?
    - *Sense of safety (customer surveys and anecdotal feedback, complaints)*
    - *Customer satisfaction (Clery reporting, parking and patrols)*
    - *Business effectiveness (Clery compliance, parking management, patrol integration with APD)*

2. What are the services that your unit provides and to which customers (students, faculty, staff, donors, others)?
    - *Safety*
    - *Security*
    - *Clery compliance and reporting*
    - *Parking*
    - *Emergency ops support*

3. List each position in your unit, and briefly describe the responsibilities of each. Include part-time and work-study student hours. Indicate if functionality of the position is tied to federal, state, or institutional compliance.
    - *Director – Federal, State, and Institutional (leader and manager)*
    - *Assistant Director – removed in 2022, due to reorganization*
    - *Sergeant - Federal, State, and Institutional (daily operations and patrols, EM role)*
    - *Corporal - Federal, State, and Institutional (training and daily ops)*
    - *CPSO (5) - Federal, State, and Institutional (daily operations / patrols)*
    - *Clery and Records Coordinator – Federal and Institutional (program management)*
    - *Office Specialist – Institutional (office support) (*- used to have 10% Clery program, removed after federal audit)*
    - *Student Workers (4) - Institutional (parking monitors and support)*

4. Do you see needs and demands for services that your unit cannot currently meet? If so, what are they, and how do they relate to the university's mission?
    - *Security cameras*
    - *Ability for CPSO's to access criminal records (LEDS access), which include wants, warrants, officer safety warnings, violent individual warnings, etc.*

5. How could the university help your unit do its job better?

- *Security cameras*
- *Support the objective to make CPS a sworn agency in which officers will have access to LEDS and safety information.*

6. In what ways does your unit relate to other units of the university, academic and non-academic? For example, what services do you provide to other units? What services do other units provide to you? On what tasks do you collaborate with other offices?
    - *Internally: all customers and departments…. Focus on Student Life and Housing*
    - *Externally: with APD and AFR*
    - *Safety and security of life and property – All areas; includes coordination of Clery data / outcomes and Annual Safety Report*
    - *Student Support – ODOS, EG & Title IX, DR, SHWC, Housing, etc.*
    - *Safety and security of buildings, staff, students, and faculty – All departments*
    - *Parking availability, maintenance, and management – All areas*

7. What skill sets and resources does your unit possess that can be shared with other units at slack times?
    - *Pragmatic analysis*
    - *Good input on Management Working Group*

8. Which individuals in your unit are cross-trained and in what areas?
    - *Yes, with APD*

9. What resources do you need to improve your services to a superior level?
    - *Additional patrol positions*
    - *Security cameras*
    - *LEDS access*

10. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology?
    - *Security camera migration to cloud and more end devices*
    - *LEDS access*

11. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do?
    - *Security camera system and end devices*
    - *Secondarily, the ability to make our department a 'sworn' department to gain access to LEDS information*

12. How do you review and evaluate your department's yearly performance?
    - *Customer satisfaction surveys*

13. Explain how your unit could function with:

a. A 10 percent reduction to staff
b. A 20 percent reduction to staff
c. A 30 percent reduction to staff
d. A 10 percent reduction to non-personnel resources
e. A 20 percent reduction to non-personnel resources
f. A 30 percent reduction to non-personnel resource
g. What would be the consequences or other effects on service delivery in each case?

- *Stress on patrol officers (lack of coverage for vacations, sick, etc.)*

14. What opportunities exist for greater collaboration and team approaches in the delivery of services?
    - *Yes, internally with Student Life and Housing*
    - *Externally with APD and AFR*

15. How many "middle managers" do we have? Are there opportunities to reduce middle strata in the organization and expand the span of control?
    - *No middle managers (although Sergeant position oversees operations)*
    - *Yes, analysis done and department was reorganized in 2022, deleting the Assistant Director position*

16. What technological improvements could be made that would result in labor savings?
    - *Security camera migration to cloud*

17. How can a service be more efficiently or effectively delivered?
    - *Improve 'visible' technology integration (cameras) and how information is gathered*

18. What processes do we have that can be streamlined or eliminated to improve service delivery?
    - *Support to Housing?*
    - *Clery reporting: Online information gathering and training*

19. Restructuring: What efficiencies might be gained by consolidating similar entities?
    - *Reorganized in 2022 to improve career progression for CPOs*

20. Personnel: Have we worked around or structured around non-effective personnel and other personnel issues, and is this the time to stop indulging and start confronting the issue(s)?
    - *No*

21. Outsourcing: Are there other opportunities to outsource non-mission-critical services to private contractors who could do it better, faster, cheaper?
    - *Yes, not a high value add though; expect cost increases*

22. Customer focus: How might our services be structured or delivered to meet the needs of students, faculty, staff, donors, and others better?

- *Done in 2022 reorganization*
- *LEDS access will help CPSO's identify dangerous individuals on our campus*

23. Benchmarking: Compare your unit with similar units at other institutions or national norms.
    - *TRUs are all small shops*
    - *Collaborations with Bigs too*

24. What can we stop doing?
    - Door unlocking?
    - Door locking?
    - Campus patrols?
    - Free parking (no monitoring)